

CHEMONICS INTERNATIONAL INC.

**Electronic Document Submission Title Page**

Contract No.:	278-C-00-02-00210-00
Contractor Name:	Chemonics International, Inc.
USAID Cognizant Technical Office:	Office of Economic Opportunities USAID Jordan
Date of Product/Report:	December 16, 2004
Product/Document Title:	Establishment of WAEDAT Mentorship Program Final Report
Author's Name:	Anne Beckley, Making Cents International
Activity Title and Number:	Achievement of Market-Friendly Initiatives and Results Program (AMIR 2.0 Program)  WAEDAT Mentoring Program 7337.1.15
Name and Version of Application Software Used to Create the File:	MS Word
Format of Graphic and/or Image File:	N/A
Other Information:	N/A

Contract No.: 278-C-00-02-00210-00

Contractor Name: Making Cents International

USAID Cognizant Technical Office: Office of Economic Opportunities  
USAID Jordan

Date of Report: December 16, 2004

Document Title: WAEDAT Mentoring Program  
*Final*

Author's Name: Anne M. Beckley

Activity Title and Number: Achievement of Market-Friendly Initiatives and  
Results Program (AMIR 2.0 Program)

Establishment of WAEDAT Mentorship  
Program/Enhanced Competitiveness Initiative  
Task #7337.1.15

Establishment of WAEDAT Mentorship Program  
Final  
May 20, 2005

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

**DATA PAGE**

Name of Component:	Enhanced Competitiveness Initiative
Author:	Anne M. Beckley
Practice Area:	Business Development Services
Service Offering:	N/A
List of Key Words Contained in Report:	Mentor      Mentoring      Microenterprise Entrepreneur

## **ABSTRACT**

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) is being implemented to address the need for comprehensive support to female entrepreneurs in Jordan. To support the growth and sustainability of entrepreneurs graduating from the WAEDAT training program, a mentoring program is to be established. Mentors, experienced entrepreneurs and business professionals, will be matched with protégés, entrepreneurs who desire to further develop their business skills, knowledge and network. The Young Entrepreneurs Association of Jordan (YEA) shall be the primary partner to develop and implement the mentoring program. This report contains the mentoring program design and implementation strategy which will support the requirements of WAEDAT participants and members of YEA who seek mentoring services.

## **ABBREVIATIONS AND ACRONYMS**

AMIR	Achievement of Market-friendly Initiatives and Results Program
CC	Consolidated Consultants
JFBPW	Jordan Forum for Business and Professional Women-Amman
JOHUD	The Jordanian Hashemite Fund for Human Development
SBDC	Small Business Development Center
USAID	United States Agency for International Development
WAEDAT	Women's Access to Entrepreneurship Development and Training Program
YEA	Young Entrepreneurs Association

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## EXECUTIVE SUMMARY

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) is being implemented to address the need for comprehensive support to female entrepreneurs in Jordan. This program includes a business skills training program, access to business advisors, sector specific training and the support of a mentor after graduation. Mentors, experienced entrepreneurs and business professionals, will be matched with protégés, entrepreneurs who desire to further develop their business skills, knowledge and network. Mentors are volunteers who act as a guide, coach and sounding board for the protégé entrepreneur.

WAEDAT will team with Young Entrepreneurs Association (YEA) to develop and implement a mentoring program which will serve members of their respective organizations. YEA was selected as the primary implementation service provider because of their existing in-house mentoring program which serves its membership. YEA has an initial network of experienced entrepreneurs who are willing to serve as mentors and WAEDAT has graduates from their entrepreneurial development program who are seeking mentoring services. The framework established in this program can be expanded to serve the entire membership base of YEA. In turn, WAEDAT graduates will also be invited to join YEA to further grow their business networks and receive access to additional training and conferences.

The benefits derived from participating in a mentoring relationship for the protégé include an opportunity to increase business skills, knowledge, confidence and networking opportunities. The mentor can provide insights into the unwritten rules of doing business successfully and provide a supportive environment in which the protégé's successes and failures can be evaluated. The mentor in turn receives personal satisfaction from contributing to the development of the protégé and an ability to share experience and knowledge to assist another person's development. As a result of the personal relationship developed between the two business professionals, there is an increased chance for the entrepreneur's business to stabilize, grow and expand, thereby increasing economic opportunity in Jordan.

A mentoring program consists of recruiting potential mentors and protégés and then successfully matching these individuals to form the mentor relationship. A formal marketing strategy to recruit mentors and protégés is essential to the success of attracting high calibre and qualified individuals to take part. A committee will be established between YEA and WAEDAT to work on selection of appropriate candidates to participate in the program. In addition to evaluating the needs of protégés and strengths offered by mentors, networking opportunities will be provided to allow personal interaction to strengthen potential mentoring relationships before the final "match" is made. A training program for all program participants would set expectations of the program, and discuss stages and challenges in the mentoring process. One-on-one meetings then take place over the course of a specified time period for the protégé and mentor to work on issues and challenges the entrepreneur faces. Continued formal networking meetings of the program participants can be utilized on a quarterly basis to build synergy of the new program. A systematized process to monitor and evaluate the success and satisfaction of the mentoring program can track the impact of implementing this project.

Specific challenges to implementing a mentoring program in this geography have been identified. WEADAT graduates in particular, may benefit from a mentor within

their industry sector. Because of the small geography and market size that exists within Jordan, mentors can be competitors of their protégés and thus be reluctant to share information. One possibility is to establish a web-based mentorship program with women in the same sector. For example, this “Mentors Without Borders™” approach could link entrepreneurs in the United States with entrepreneurs in Jordan and an email relationship would bridge the gap with industry specific advice and counsel. This same strategy could also be utilized to link entrepreneurs outside of Amman with mentors in Amman. Capitalizing on the current Knowledge Station Initiative Program can provide computers and internet access for program participants outside of Amman who may not have access to computers.

This report contains the program design and implementation strategy of a comprehensive mentoring program which will support the requirements of WAEDAT participants and members of YEA who seek mentoring services.



## CHAPTER 1: INTRODUCTION

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### 1.1 Background

#### **WAEDAT Project Background**

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) is being implemented to address the need for comprehensive support to female entrepreneurs in Jordan. Despite the impacts of the Qualified Industrial Zones, World Trade Organization membership, and an overall increase in Jordan's exports, unemployment remains in the mid teens. The creation or awakening of an entrepreneurial class in Jordan's rural areas and particularly among women will take some time, but will have a dramatic affect on these communities.

The WAEDAT Program will build on numerous initiatives taken by the AMIR Program. The microenterprise initiative (MEI) has provided Jordanian microenterprises, particularly women and the working poor, with greater and more reliable access to sustainable financial and business development services leading to stronger, more competitive, empowered entrepreneurs. The program pays attention to the needs of business women and aspiring entrepreneurs in both urban and rural areas. The task of attracting women into Jordan's private business sector and creating support services that will ensure their success presents a unique set of challenges.

The WAEDAT Program is a collaborative effort between a US Subcontractor, Making Cents, and a local Jordanian Partner comprised of two companies, JOHUD / SBDC and Consolidated Consultants (CC). Making Cents is responsible for the overall project design and provision of technical assistance (TA) to develop the capacity of JOHUD / SBDC and CC who will implement the project—managing a women's entrepreneurship training and support program. The entrepreneurship training will provide cross cutting and sector-specific training, consulting services, market access information and follow-up support. The primary objective of this program is to attract Jordanian women entrepreneurs into the private sector, provide them with the tools that will help them succeed in developing their own business, and thereby encourage others to do the same.

A partnership has been established between WAEDAT and YEA to develop a successful mentoring program which will support both WAEDAT participants and YEA members seeking mentors. This partnership draws on the strengths and needs of each organization.

Graduates from the WAEDAT program require mentors to act as guides, coaches and sounding board as they move their businesses forward. WAEDAT requires a pool of mentors to match with its graduates. Their graduates can benefit from access to networking and educational opportunities that the YEA organization provides.

YEA has an existing mentoring program as part of its Venture Capital Funding Program, and as such has sources of potential mentors from its board and membership base. YEA would like to expand their mentorship program and has a pool of mentors in house. YEA would also like to expand its membership base, not only within Amman, but outside of Amman. Graduates of the WAEDAT program are a potential source of new members to YEA.

A Memorandum of Understanding between the two organizations has been drafted which outlines the duties and responsibilities of both YEA and WAEDAT as they forge a partnership to develop a mentorship program.

### **1.2 Objective**

The purpose of this consultancy was to work with Young Entrepreneurs Association (YEA) and the Women's Access to Entrepreneurship Development and Training Program (WAEDAT) team to develop a mentorship program and mentoring handbook. While the initial focus of this report is on establishing a mentorship program to serve WAEDAT participants, the framework established will be able to serve the YEA membership base as well.

### **1.3 Methodology**

In order to gain a full understanding of the work and the context of establishing a mentoring program in Jordan within the YEA membership and the WAEDAT participants a series of meetings and interviews was conducted with several key personnel related to this project. A partial list of these personnel included:

- Maha Mousa, Project Manager, USAID
- Brad Fusco, ECI Component Manager
- Suhair Khatib – BDS Sub-component Manager
- Eman Nimri – JOHUD Deputy Executive Director, WAEDAT Steering Committee
- Imad Masri – WAEDAT Administrative and System Officer, WAEDAT Steering Committee
- Dina Dahqan – YEA, Executive Director
- Wejdan Abu Lail – WAEDAT Program Coordinator
- Hassan A. Morahly – JOHUD/SBDC Assistant Director
- Rania Sweiti – WAEDAT Liason Officer
- WAEDAT participants – Amal Al-Aidy, Brigit Al-Musa Nugal
- WAEDAT Business Advisors, Ghanem Al-Jamal, Khitam Farah

## CHAPTER 2: MENTORING PROGRAM DESIGN

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### 2.1 Components of a Mentoring Program

The components of a mentoring program are straightforward. (A diagram of this process is contained in Appendix A – Mentor Program Component Process). The steps in implementing a mentoring program are as follows:

1. An initial marketing campaign is put in place to recruit mentors and attract protégés.
2. Applications to the program are then reviewed by a committee to determine mentors and protégés that meet eligibility requirements for the program.
3. A networking event gives potential mentors and protégés an opportunity to meet one another before a final match is made.
4. At this time, a training program for both the mentors and protégés outlines the mentoring process and details the responsibilities from both mentors and protégés participating in the program.
5. Once the final match has been determined, both mentor and protégé sign a mentoring agreement.
6. Periodic evaluation and monitoring of the relationship ensures there is ongoing communication.
7. If necessary, reassignments of mentor-protégé matches can take place.
8. Mentors should be acknowledged for their contribution to the program and to the growth and development of the protégé.
9. The opportunity for continued formal networking meetings of the program participants can be utilized on a quarterly basis to build synergy and commitment to the new program.

### Mentor Recruitment Process

#### Inside Amman

The first cohort of mentors can be recruited from within the ranks of membership of YEA itself and the board members of YEA. The board members of YEA already have the experience of being a mentor for several YEA members requesting mentorship services. There already exists a mindset within the YEA board that the mentorship process is form of social service.

As the need for additional mentors grows, the YEA/WAEDAT mentorship committee can reach out to organizations which will have potential mentors within their ranks. Ideally it is best to reach out to those organizations which have members with the qualifications and skill sets to serve as potential mentors and/or those organizations which have a social service component. A partnership can be developed between YEA/WAEDAT with fellow business associations and corporations that choose to support the mentorship program.

#### Business Associations

The following association/membership organizations have been identified as possible sources for mentor recruitment:

1. Young Entrepreneurs Association (YEA) [www.yea.com.jo](http://www.yea.com.jo)
2. Jordan Forum for Business and Professional Women-Amman (JFBPW) [www.bpwa.org.jo](http://www.bpwa.org.jo)

3. Business Women's Club (based in Amman, Jordan)
4. Jordanian American Business Association (JABA) [www.jaba.org.jo](http://www.jaba.org.jo)
5. MEZAN, an association for women's rights
6. EMPRETEC – Jordan,  
<http://www.empretec.net/DITE/EMPRETEC/ECJordan.nsf/>

The following business associations are more sector specific and would offer industry expertise within its membership base:

1. Jordan Intellectual Property (JIPA) [www.jordanipweek.com](http://www.jordanipweek.com)
2. Jordan Exporters Association (JEA) [www.jordanexporters.org](http://www.jordanexporters.org)
3. INTAJ – Information Technology Association (int@j) [www.intaj.net](http://www.intaj.net)
4. Jordan Investment Board (JIB) [www.job.com.jo](http://www.job.com.jo)

### Corporations

Another potential source of mentors lies within the corporate realm based in Jordan. Corporations which serve in the identified sectors of the WAEDAT program (e.g. Nestle or Knorr) may have employees who would be willing to serve as mentors for WAEDAT participants. They offer not only industry expertise, but also marketing, management and financial expertise which can be applied to the small entrepreneur.

### Protégé's Network

As the concept of mentoring becomes established, one of the best sources of mentor recruitment lies with the entrepreneur herself. Given the proper tools of how to recruit a mentor, protégés will be able to seek out mentors who can best meet their business needs. Through the current business network of many WAEDAT participants is the potential to recruit mentors who may be willing to volunteer their time and services. It should be noted that two of the WAEDAT participants interviewed for this consultancy project were already members of the Jordan Forum for Business and Professional Women-Amman (JFBPW) which has been identified as a potential source of mentors.

### Outside Amman

Throughout the course of my interviews during this project, it is recognized that it will be more challenging to recruit mentors to serve the WAEDAT participants in the areas outside of Amman. Specifically, WAEDAT will be conducting trainings in the locations of Irbid, Zarqa and Madaba. Several strategies can be employed to recruit mentors who would be willing to serve as mentors for the protégés located outside of Amman. These would include:

1. JOHUD/SBDC can explore the possibility of recruiting mentors from its existing relationships with businesses in these locations. The YEA/WAEDAT mentorship committee can form a team with JOHUD/SBDC to recruit identified potential mentors from businesses and associations outside of Amman.
2. Mentors in Amman may be willing to work with protégés outside of Amman. They may choose to have face to face meetings with their protégés initially and then keep in contact via telephone, mobile or email. Ideally there should still be meetings in person, but perhaps only every other month.

For WAEDAT participants living outside of Amman, it is recognized that for cultural reasons, the best mentor may be a woman. This will need to be taken into consideration during the matching process.

Mentors should be recruited for their various areas of expertise. These would include their experience as an entrepreneur, working within specific industry sectors, and marketing, management or financial expertise. Challenges to recruiting mentors within the same sector as the entrepreneur is addressed later in this report.

### **Marketing Strategies to Recruit Mentors**

Mentors can be recruited through a variety of methods, all of which need to be utilized for a successful campaign. Because this is a new program, associations and individuals will need to be educated on the concept of mentorship along with the benefits of being a mentor or protégé. Success stories should be part of the vehicle for attracting both mentors and protégés to the program. Also the time frame of commitment to participate in the mentoring relationship should be clearly articulated. The initial time commitment for the mentoring relationship can be from 6 – 12 months, with an option at the end of that time period to continue the relationship on a more informal basis.

The following methods have proved successful in recruiting potential mentors in existing mentoring programs:

Meeting and speaking directly with business and membership associations will be necessary to get the word out about the mentorship program. Initially, the YEA/WAEDAT membership committee will want to be on the agenda for YEA meetings (the Forum or membership meetings) and the WAEDAT launch in February.

Newsletters from WAEDAT and YEA should introduce the new mentorship program and point out why individuals would want to volunteer their time. Mentors typically volunteer their services for the personal satisfaction received through assisting an individual to achieve their goals of entrepreneurship. Mentors can be motivated by the opportunity to share their wisdom and the opportunity to initiate challenging discussions with an entrepreneur with a fresh perspective. The climate of volunteerism is changing within Jordan. One WAEDAT business advisor interviewed went beyond the scope of his duties and fulfilled the role of mentor and coach because he saw this function as part his social responsibility. Some of the business associations within Jordan also now have a service component of their organizations such as the current mentoring program at YEA .

Email announcements of the program to YEA membership and WAEDAT graduates.

The YEA website can be upgraded to recruit mentors by talking about the benefits of the program. The WAEDAT website should also give information about the program and provide a link to the YEA website which contains an application. The YEA and WAEDAT websites should feature success stories to give testimony to the program and utilize photos and graphics for visual appeal.

Applications for mentors and protégés should be available both on-line and as a handout out at all speaking engagements at YEA or WAEDAT where the mentorship program is referenced.

As the program builds, word of mouth, can become a tool to recruit more mentors. All existing mentors should be asked if they know anyone else who would serve as a good mentor. This personal network of the mentors should be utilized as it tends to draw on the highest caliber individuals.

Protégés can also be empowered to recruit their own mentors if given proper strategies, tools and techniques.

### **Selection and Matching Process**

A selection and matching committee will need to be established that pairs up mentors with protégés. The purpose of this committee is to screen and select potential mentors and ensure that protégés are ready for the program. The matching process is critical to the success of the program. While much information can be gathered on paper about the mentoring program participants, there is also an element of personal chemistry between the mentor and protégé that contributes to the success of the relationship. A successful program will combine the elements of both in the matching process.

#### **Mentor Application**

The application for the mentor (See Appendix B – Mentor Application) should ask for the usual contact information, formal and informal educational background, networking and professional associations and business experience. It should capture the industry sectors in which the mentor is experienced. If the mentor is an entrepreneur, it is appropriate to ask at what stage their business is at (initial, growth, expanding) as well as the number of years in business. The applicant mentor should be able to list any specific business topics in which they feel they lend a significant amount of proficiency (marketing, management, personnel, exporting, financing, etc.). A question which asks if the mentor would be willing to assist a protégé in their same business sector will be helpful in the matching process. Open ended questions such as “Why do you want to be a mentor?” or “What do you expect gain from participating in this mentoring program?” can assist the selection committee in determining if a mentor has the necessary motivation to participate in the program. Lastly, a question should be included which asks where the applicant learned about this program. This will assist in targeting future marketing efforts to recruit potential mentors.

#### **Protégé Application**

The protégé application (See Appendix C- Protégé Application) will also ask much of the same information as above. The protégé should be asked to specifically identify areas in which they need guidance or counsel in their business. They should be able to request a mentor within their own industry or a mentor who possesses specific business skills that the protégé would like to develop. Also, it is appropriate to ask whether they would feel comfortable working with a female or male mentor, so a suitable match will be made. Open ended questions such as “What do you expect to gain from the mentoring process?” or “Why do you want to be a protégé?” will aid the matching committee in meeting the expectations of the protégé.

### **The Selection Process**

Applications for mentors and protégés will need to be reviewed to ensure that essential qualifications are met to participate in the program. Any person deemed

unsuitable or not ready to participate in the programs will need to be notified. Reasons that may disqualify a person from participating in the program could be lack of business experience or unrealistic expectations. If demand exceeds supply, then applicants should also be notified as such. The YEA/WAEDAT mentorship selection and matching committee should both have input into the selection and matching process. YEA may know potential mentors personally and WAEDAT knows best the needs of its participants.

### **The Matching Process**

The matching committee will need to carefully review the needs of the protégé with the skills and expertise of the mentor.

In matching mentors and protégés is wise to match not only for skills and expertise, but level of business experience as well. It has been identified that there are three categories or stages of business of the protégé:

1. Initial start-up business or in idea phase
2. In the process of start-up (less than 1-2 years in business)
3. Well established business (identified time frame or profitability)

Mentors who are in the process of starting their business (stage 2) are qualified to mentor protégés in stage 1. Mentors that have well established businesses (stage 3) are qualified to assist those protégés in stage 2 that desire to move their business to the next level. It is not necessary or even wise to match a high powered or experienced entrepreneur (stage 3) with a protégé still deciding if entrepreneurship is right for them (stage 1).

For the program to be successful, both mentors and protégés should be willing to attend an orientation program which outlines the process, stages and expectations for the mentoring relationship.

### **Networking to Facilitate Matches**

Sometimes it is best to provide a venue in which potential mentors and protégés can have an opportunity to network in order to facilitate their own matches. If a networking event is sponsored by YEA/WAEDAT then a list of several potential introductions can be provided for mentors and protégés. If people are allowed to network on this more informal basis, then relationships can develop organically which can lead to a more solid relationship than a match made only through “paper”.

The opportunity for continued formal networking meetings of the program participants can be utilized on a quarterly basis to build synergy and commitment to the new program. Mentors will have an opportunity to meet with other volunteers and feel part of larger group dedicated to service.

Once a final match has been determined, both the protégé and mentor should sign a Mentoring Agreement (see Appendix E) which outlines the commitment by both parties. In order to facilitate discussion and expectations between the mentor and protégé, a growth management plan is included to set goals for the development of the mentoring relationship.

### **Training Program Components for Mentors and Protégés**

An educational program for both the mentor and protégé is integral to the success of a mentoring program. This program should include the following topics:

- Definition of Mentoring
- Expectations of the Mentoring Process
  - Qualifications of a Mentor
  - Qualifications of a Protégé
- Stages in the Mentoring Process
- How to Deal with Challenges in the Mentoring Process
- Monitoring the Mentoring Relationship

A training program is included in Appendix D – Mentor Training.

### **Evaluation**

As with any program, there are associated costs of implementing a mentoring program. A mentoring program can be measured in both quantitative and qualitative terms to determine the value received from the investment of the program. Client satisfaction has been the predominant measure of program success through customer feedback. Outcomes also measuring the number of matches, hours of advice and counsel, and number of relationships renewed should be tracked to measure the efficacy of a mentoring program.

According to the *FIELD Best Practices Guide, Volume 4*; program measures can include:

1. Program Effectiveness:
  - Number of matches
  - Hours invested by mentors
  - Duration of relationships as compared with expected duration
  - Number of renewals
  - Mentor and protégé satisfaction with the program
2. Cost Efficiency:
  - Number of mentor hours generated in relationship to program costs
  - Comparison of cost of a mentor hour to a business advisor hour
3. Outcomes:
  - Number and percent of clients reporting that the goals for which they sought mentoring assistance were achieved
  - Number and percent of recommendations implemented
  - Catalogue of changes made to and experienced in the protégé's business
  - Catalogue of changes made in the personal life of the protégé
  - Estimates of any "bottom line" results that clients attribute to the mentoring advice

All volunteer mentors should be acknowledged for their participation and contributions to the mentoring program and their commitment to work with their protégé. Handwritten thank you notes should be sent to all mentors from the YEA/WAEDAT mentoring committee. Also consider providing larger networking



opportunities for mentors to assemble as a group and be recognized, such as a breakfast at the Forum conference sponsored by YEA.

**Mentoring Handbook – Outlines Process, Procedures, and Forms**

YEA has a preliminary mentoring handbook that was developed in conjunction with the Venture Capital Funding service. It is recommended to create a stand alone document dedicated to the mentoring process as this service can stand alone as a program component. For example, participants in the WAEDAT program may choose to enter the mentoring program, but not have a need to participate in the Venture Capital Funding Service. From the perspective of YEA, it is still recommended that entrepreneurs who apply and are accepted into the Venture Capital Funding Service participate in the mentoring program.

The purpose of the mentoring handbook is to serve as a guide to implement the mentoring program. As such it should include the following components:

1. Definition and benefits of the Mentoring Program
2. Definition of the Mentoring Program Components and Process
3. Marketing Plan to Recruit Mentors and Protégés
4. Selection and Matching Criteria for Mentors and Protégés
5. Application Forms for potential:
  - a. Mentors
  - b. Protégés
6. Training Program for Mentors and Protégés
7. Mentoring Agreement
8. Evaluation Forms to measure program efficacy
9. Tracking Information
10. Memorandum of Understanding between YEA and WAEDAT

An example of this handbook is contained in Appendix F – Mentoring Handbook.

**Personnel Commitment**

YEA will have dedicated full time staff person to plan, coordinate and implement the mentorship program for at least the first six months of the process. WAEDAT will also identify a mentorship program coordinator to work with the YEA coordinator to jointly form a partnership to market the program and work in selection and matching and evaluation processes. YEA will be primarily responsible for the implementation of the program. The duties and responsibilities have been outlined in a Memorandum of Understanding between the two organizations. Once the program is up and running, the WAEDAT staff member's commitment should be on an ad hoc basis, averaging less than 15 hours per month.

YEA and WAEDAT may choose to recruit additional members to the committee to aid in the selection and matching process. Also, one person will need to be designated as the lead “recruiter” responsible for meeting with potential mentors, speaking with business associations and developing partnerships with potential sources of mentors. The amount of mentor recruiting will need to match the demand for the mentoring services.

A solid working relationship will need to be established between the two organizations to foster clear communication regarding program activities and expectations. It should be recognized that because this is a new program, there will

be unforeseen activities that arise that have not been defined through the MOU. Each organization should remain flexible to support the goals of the program.

### **Common Pitfalls in Mentoring Programs**

Common problems with mentoring programs that have been identified include:

*Poor matches between mentor and protégé.* In addition to technical fits between mentor and protégé, the personal interaction between the two must be taken into account. A system must be in place which allows for re-matching of mentors and protégés if the relationship is not working out for either party. Building trust between the two parties is essential for successful communication.

*Unrealistic goals or expectations.* If either the protégé or mentor expects too much of the other person, then the relationship is doomed. Setting clear goals about what is expected from the relationship is essential. When a misunderstanding about the nature of the protégé's issues arises, the need for support from the mentoring program coordinator is essential. For example, mentors are equipped to work with business problems, but personal issues of the protégé underlying their business problem may be beyond the scope of what is expected from the mentor.

*Lack of confidentiality.* Successful mentoring relationships are built upon trust and open honest communication. The mentor must be willing to share their own experiences, successes and how they coped with failure and vice versa. A protégé is expected to maintain a professional level of confidentiality as is the mentor.

*Lack of communication.* If a mentoring program does not adequately monitor the status of the mentoring relationship, it is possible that contact will not be maintained in the relationship for a variety of reasons. A consistent schedule of feedback should be sought from both the mentor and protégé to measure the progress and satisfaction of the mentoring relationship.

## 2.2 Challenges to Initiating and Implementing a Mentorship Program in Jordan

### Introducing the Concept of Mentorship within Jordan

Mentorship, as a formal program, is new concept in Jordan. For an entrepreneur, a mentor serves as a guide, coach and sounding board. A mentor is a more experienced entrepreneur or business professional who volunteers their own time as part of their social responsibility to guide a less experienced entrepreneur. There is no financial remuneration as part of this service; it comes from an internally driven purpose to be of service to assist another individual. But even if there is no financial exchange between the mentor and protégé, there are benefits to both parties. These benefits must be clearly articulated to both potential mentors and protégés in order to implement a successful program.

#### *Benefits for Protégé:*

- An opportunity to increase skills, knowledge and confidence
- An increased potential for business visibility and promotional or networking opportunities
- An improved understanding of the entrepreneur's role in her business
- Insights into the unwritten rules of doing business successfully
- A supportive environment in which successes and failures can be evaluated
- Development of professionalism and self-confidence as a business owner
- Recognition, satisfaction and empowerment as a business owner

#### *Benefits for Mentors:*

- Personal satisfaction from contributing to the development of the protégé
- An ability to share experience and knowledge to assist another person's development
- Opportunity to add value and contribute to a business and in turn to increase economic opportunity for the entrepreneur and her employees
- Ability to learn from another business person and gain a new perspective on business
- Opportunity to initiate challenging discussions with an entrepreneur with a fresh perspective

The following information is summarized from the FIELD Best Practices Guide, Volume 4.

#### *Ideal Characteristics for a Mentor:*

- Positive past experience being mentored either formally or informally
- Experience as an entrepreneur and/or business person with a track record of helping others develop their skills
- Time and energy to devote to the relationship
- Current business and/or technological knowledge and skills
- Willingness to learn
- Demonstrated coaching, counseling, facilitating and networking skills
- Experienced entrepreneur or business professional

#### *Ideal Characteristics for a Protégé:*

- Clear and realistic expectations of what a mentoring relationship can provide

- Is at point in their business where they can dedicate time for the mentoring process
- Defined set of business issues or challenges for which advice is needed
- Willingness and ability to provide time and energy to the relationship, and to pursuing the recommendations made by the mentor
- Self-confidence which allows the protégé to engage in a personal one-on-one relationship with a professional
- Demonstrated capacity to set goals and implement plans to achieve them
- Willingness to be accountable to the mentor

The question arises if incentives are necessary to recruit mentors. Ideally, it is best to attract mentor candidates that are not expecting a financial return. They should be driven by the personal satisfaction of assisting a less experienced business person to achieve their potential. Mentors should be recognized by the YEA/WAEDAT organizations for their service in the form of a handwritten thank you note. Other ways to express appreciation could include networking events in which mentors are publicly recognized for their service, a public thank you in YEA or WAEDAT newsletters, or gratis invitations to a conference. If expressions of gratitude occur in print, it is also appropriate to list their company or business affiliation.

**Recruiting Mentors Within the Same Industry:**

Because of the small size of Jordan as a country, it is inevitable that potential mentors within the same industry may see a protégé as a competitor. The best mentors are those that are open enough to be able to share both their successes and mistakes made as a business person with their protégé. If a mentor is not willing to serve as a teacher, guide or coach or worse yet, would give poor advice based on their own self-serving interests, then the mentoring relationship would be considered a failure. In order to address this challenge matches should be chosen carefully with the following considerations:

- If a match is to be made within the same industry, then it may be best to match the mentor and protégé from a different geographic area within Jordan.
- Consider the potential to create a linkage with an internet based mentoring program such as [www.micromentor.org](http://www.micromentor.org) to create a “*Mentors without Borders*™” program. This pilot project would seek to match mentors from the United States within the same industry to a WAEDAT entrepreneur or YEA member to create an online email based mentoring relationship. It is highly suggested that the entrepreneur in Jordan still have a local Jordanian mentor, but the overseas mentor will serve as an additional mentor to act as a sounding board.

**Recruiting Mentors for WAEDAT Women Entrepreneurs Outside of Amman:**

Ideally, it is best to match a local woman entrepreneur (mentor) with the WAEDAT participant (protégé). Culturally, it may be best to match a woman participant with a women mentor. JOHUD/SBDC can look into the possibility of recruiting mentors in governorates outside of Amman based on their previous relationships with business clients in these locations.

If a mentor is based in Amman, but the WAEDAT protégé is outside of Amman, it will be necessary to find a meeting space for the mentor and protégé to meet. It is inappropriate for a woman operating her business informally (out of her home) to meet her mentor at her own home. Because of the reputation that JOHUD has within

the community, it would be acceptable for the protégé to meet her mentor at the Community Development Center CDC location. The possibility needs to be investigated if the CDC would allow the use of office space for a one hour meeting per month for the mentor and protégé to meet in person.

Ideally, if the protégé and mentor could keep in contact either via mobile or through the internet then the relationship has a better opportunity to develop. It is expected that many of the WAEDAT participants in the outlying governances may not have access to email or a mobile. If this is the case, then in order to facilitate the mentor/protégé relationship, JOHUD/SBDC can explore the possibility of letting the WAEDAT participant utilize their computer facility for email and internet access. IT/email/internet training and computers can be provided by a partnership with the *Knowledge Station Initiative program* which is working in these remote centers and training provided in conjunction with the *Netcorps Jordan Program*.

Enabling the woman entrepreneur to gain access to the internet will not only open new lines of communication with her mentor, but open new doors to the world to promote the products and services of her business in a larger geographic area.

**Growing the Mentorship Program Within the Internal Membership of YEA:**

The pilot mentorship program within YEA consisted of three members as protégés and three of its board members who served as mentors. While the YEA executive director recognizes the value that mentorship can provide to its general membership, there is pervasive attitude among entrepreneurs of “I don’t need any help, thank you”. This attitude is common among entrepreneurs given the highly independent nature of their business environment and is not purely a cultural attitude specific to Jordan. An educational process must take place among the ranks of YEA membership as to the benefits of the mentoring relationship and how it can benefit the entrepreneur seeking to grow his or her business. *Peer mentoring* provides a resource for not only business development, but personal development as well.

Sometimes if the entrepreneur is not willing to take guidance from a more experienced business person, it may be more acceptable to gain feedback from peers on business issues. Introducing a peer mentoring group may be a more acceptable method of introducing the benefits of mentorship within the YEA membership ranks. This format is being utilized in the YEA chapter of Victoria, British Columbia, Canada. For more information about their program, visit [www.yea.ca/programs/peermentoring.htm](http://www.yea.ca/programs/peermentoring.htm).

### 2.3 Other Findings – Access to Markets

As the WAEDAT project seeks a more permanent status which requires funding to maintain sustainability, it is a natural opening to provide a resource to showcase the successful businesses of WAEDAT participants. A “virtual mall” of WAEDAT participant’s products and services provides an opportunity to highlight the businesses assisted through the WAEDAT program. This outreach is another vehicle for WAEDAT businesses to promote their ventures. WAEDAT graduates would pay a commission to the WAEDAT program for any products or services sold via the website. This commission would provide the WAEDAT program with a source of unrestricted funding to further program mission.

A partnership with the *Turath Empowerment Project* could be created with WAEDAT to further this type of venture. While the Turath Empowerment Project is focusing specifically on artisan projects, the concept is similar to the “virtual mall” that WAEDAT could create for the products and services of its participants. While products always lend themselves to e-commerce, services may also be marketed in the form of gift certificates.

## 2.4 Action Plan

In order to move forward in establishing a successful mentoring program, the following tasks will need to be accomplished:

<b>Task</b>	<b>Responsible Party</b>	<b>Due Date</b>
Hire Mentoring Program Coordinator (full time for six months)	YEA	Dec 2004
Assign Mentor Program Coordinator to project from WAEDAT existing staff (time commitment?)	WAEDAT	Dec 2004
Develop Success Stories <ul style="list-style-type: none"> <li>Solicit stories from current YEA mentoring relationships</li> <li>Solicit stories from first WAEDAT matches</li> <li>Incorporate into marketing materials</li> </ul>	YEA	Dec 2004 Apr 2005 Ongoing
Develop Application Materials for Mentors and Applicants <ul style="list-style-type: none"> <li>Update YEA Website</li> <li>Update WAEDAT Website</li> </ul>	YEA WAEDAT	Jan 2005 Jan 2005
Develop Marketing Materials for Mentoring Program <ul style="list-style-type: none"> <li>Update YEA Website</li> <li>Update WAEDAT Website</li> </ul>	YEA WAEDAT	Jan 2005 Jan 2005
Determine Selection Match Committee <ul style="list-style-type: none"> <li>Develop Selection Criteria for Mentors/Protégés</li> <li>Train Selection/Match Committee</li> </ul>	YEA/WAEDAT YEA YEA/WAEDAT/ Consultant	Jan 2005 Mar 2005 Mar 2005
Develop Training Program for Mentors/Protégés <ul style="list-style-type: none"> <li>Provide Training on program goals and expectations</li> <li>Cultural Sensitivity Training</li> </ul>	YEA YEA/WAEDAT WAEDAT	Jan 2005 Mar 2005 Mar 2005
Plan and Establish Initial Networking/Match events <ul style="list-style-type: none"> <li>Match Mentors/Protégés</li> </ul>	YEA/WAEDAT	Feb/Mar 2005
Recruit Mentors within Amman <ul style="list-style-type: none"> <li>YEA Membership</li> <li>Select Business Associations to Target</li> <li>Select Corporations to Target</li> <li>Ask for Mentor Referrals</li> <li>Program for Protégés to recruit mentors</li> </ul>	YEA WAEDAT	Feb 2005 As needed As needed As needed May 2005
Recruit Mentors outside of Amman <ul style="list-style-type: none"> <li>Utilize JOHUD/SBDC contacts within</li> </ul>	YEA YEA/JOHUD/SBDC	Apr 2005

**Establishment of WAEDAT Mentorship Program**

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communities • Replicate program within Amman, amend as necessary		
Develop Evaluation/Monitoring Plan for Mentoring Relationship matches • Solicit Feedback/Evaluations • Reassignment as Necessary • Thank You program to acknowledge contribution of mentors to program	YEA/WAEDAT	Apr 2005 As needed May 2005
Plan for February Program Launch • Announcement at WAEDAT Launch	YEA/WAEDAT	Feb 2005
Develop Plan for “Mentors Without Borders” internet based mentorship program to support sector specific entrepreneurs	YEA/Consultant	Mar 2005



## ANNEX 1: SCOPE OF WORK

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### Short Term Consultancy Agreement Scope of Work

Activity Name: WAEDAT Mentoring Program  
SOW Title: Establishment of WAEDAT Mentorship Program  
Modification No:  
SOW Date: November 2, 2004  
SOW Status: Draft  
Consultant Name: Anne Beckley

### I. Specific Challenges to Be Addressed by this Consultancy

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) Program is being implemented to address the need for comprehensive support for female entrepreneurs in Jordan. Despite the impacts of the Qualified Industrial Zones, World Trade Organization membership, and an overall increase in Jordan's exports, unemployment remains in the mid teens. The creation or awakening of an entrepreneurial class in Jordan's rural areas and particularly among women will take some time, but will have a dramatic affect on these communities. The WAEDAT program will build on numerous initiatives taken by the AMIR Program. The microenterprise initiative (MEI) has provided Jordanian microenterprises, particularly women and the working poor, with greater and more reliable access to sustainable financial and business development services leading to stronger, more competitive, empowered entrepreneurs. The program pays attention to the needs of business women and aspiring entrepreneurs in both urban and rural areas. The task of attracting women into Jordan's private business sector and creating support services that will ensure their success presents a unique set of challenges.

The WAEDAT Program is a collaborative effort between a US Subcontractor and a local Jordanian Partner, Consolidated Consultants and Jordan Hashemite Fund for Human Development (CCJ). The *US Subcontractor* is responsible for the overall project design and provision of technical assistance (TA) to develop the capacity of a local *Jordanian Partner* who will implement the project - managing a women's entrepreneurship training and support program. The entrepreneurship training will provide cross cutting and sector specific training, consulting services, market access information and follow-up support. The primary objective of this program is to attract Jordanian women entrepreneurs into the private sector, provide them with the tools that will help them succeed in developing their own business, and thereby encourage others to do the same.

The main challenge of this consultancy is to work with the Young Entrepreneur Association (YEA) and the CCJ WAEDAT team to develop an effective mentorship program for the WAEDAT participants. WAEDAT and the Young Entrepreneurs Association have agreed to enter into a partnership to build a mentoring program in order to build on the progress already achieved by YEA in the recruitment of potential mentors. The consultant will work with the YEA staff and WAEDAT core team and other Jordanian programs that have been identified as potential partners in the mentorship program. Profiles of potential mentors should be recommended and sources for the recruitment of potential mentors identified.

### II. Objective of this Consultancy

The objective of this consultancy is to work with the YEA and the WAEDAT team to develop a mentorship program and mentoring handbook.

### **III. Specific Tasks of the Consultant**

Under this Scope of Work, the Consultant shall perform, but not be limited to, the specific tasks specified under the following categories:

- A. Background Reading Related to Understanding the Work and Its Context.** The Consultant shall read, but is not limited to, the following materials related to fully understanding the work specified under this consultancy:

Making Cents WAEDAT Proposal  
WAEDAT Workplan  
Jordanian Partner WAEDAT Proposal  
WAEDAT Training Plan and Objectives

- B. Background Interviews Related to Understanding the Work and Its Context.** The Consultant shall interview/communicate with, but is not limited to, the following individuals or groups of individuals in order to fully understand the work specified under this consultancy:

Sean Jones, Private Enterprise Officer, USAID.  
Maha Mousa, Project Manager, USAID  
Steve Wade, Program Manager, AMIR Program  
Rebecca Sherwood, Program Administrator and Grants Manager  
Brad Fusco, ECI Component Manager  
Suhair Khatib – BDS Sub-component Manager  
Eman Nimri – ZENID Director, WAEDAT Steering Committee Member  
Imad Masri – WAEDAT Administrative and System Officer, Member on the WAEDAT Steering Committee  
Dina Dahqan – YEA, Executive Director  
Wejdan Abu Lail – WAEDAT Team Leader  
WAEDAT Core team members  
Other Jordanian Partner Organization Key Personnel

- C. Tasks Related to Accomplishing the Consultancy's Objectives.** The Consultant shall use his/her education, considerable experience and additional understanding gleaned from the tasks specified in A. and B. above to:

Review other similar programs in Jordan, if any;  
Interview WAEDAT participants to understand the needs of the women entrepreneurs;  
Interview potential mentors to understand their incentives for participating in program – (focus group?);  
Review the possibility to create e-based mentorship relationships in Jordan or abroad;  
Draft concept paper for mentorship program;  
Draft a mentors guidebook.

*Deliverables*

Draft a concept paper for establishing and managing a mentorship program in collaboration with the YEA and WAEDAT Core team. The paper should be comprehensive and address issues such as:

profile of mentors

sources for recruitment of mentors

strategies for the recruitment of mentors, including any incentives

outline relationships with other Jordanian partner

Mentors guidebook



**APPENDIX B – MENTOR PROFILE**

**YEA/WAEDAT MENTORING PROGRAM**  
**MENTOR PROFILE**

**NAME:** \_\_\_\_\_

**BUSINESS NAME:** \_\_\_\_\_

**Contact Information:**

**Address** \_\_\_\_\_

**Home Phone:** \_\_\_\_\_ **Business Phone:** \_\_\_\_\_

**Email Address:** \_\_\_\_\_

**LOCATION OF BUSINESS:** \_\_ Home-based \_\_ Store \_\_ Office \_\_ Incubator

**PRODUCT OR SERVICE YOU PROVIDE:** \_\_\_\_\_

\_\_\_\_\_  
**INDUSTRY SECTOR of Your Business:** \_\_\_\_\_

**How long have you been in business?** \_\_\_\_\_

**What is your current business stage?** \_\_\_\_ Initial \_\_\_\_ Growth

\_\_\_\_ Expanding \_\_\_\_ Stabilizing \_\_\_\_ Downsizing/Rightsizing

**Please list the reasons you would like to volunteer as a mentor. What do you expect out of the mentoring relationship?**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**What do you think your protégé expects from you? What must they demonstrate to you before you are comfortable sharing your networking circles and referring business to you?**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Please describe your personal and other characteristics (people skills, organizational skills, networking contacts, etc.) which contribute to your business success:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Please describe the role you see as a mentor playing in the business success of the protégé:**

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**List any specific business topics which you feel are your personal strength as a business person (marketing, finance, lending, exporting, manufacturing, advertising, etc.):**

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**Why do you want to participate in the YEA/WAEDAT mentoring program?**

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**Would you prefer to have a \_\_\_\_\_ female protégé? \_\_\_\_\_ male protégé?  
\_\_\_\_\_ does not make a difference? (please check answer)**

**Please list any business associations you belong to currently:**

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**Would you prefer to have a protégé within your business sector? \_\_\_\_ Yes \_\_\_\_ No**

**Where did you hear about the YEA/WAEDAT mentoring program?**

**Please attach a copy of your C.V. to this application. A member of the YEA/WAEDAT mentoring program committee will get back to you within two weeks of submitting this application with the next step of the process. If you are selected to participate in the program you will be required to attend a training program about the mentoring process sponsored by YEA and WAEDAT.**

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**Signature \_\_\_\_\_**

**Date \_\_\_\_\_**

APPENDIX C – Protégé Application

**YEA/WAEDAT MENTORING PROGRAM**  
**PROTÉGÉ PROFILE**

NAME: \_\_\_\_\_

BUSINESS NAME: \_\_\_\_\_

Contact Information: Address \_\_\_\_\_

Home Phone: \_\_\_\_\_ Business Phone: \_\_\_\_\_

Email Address: \_\_\_\_\_

LOCATION OF BUSINESS: \_\_Home-based \_\_Store \_\_Office \_\_Incubator

PRODUCT OR SERVICE YOU PROVIDE: \_\_\_\_\_

INDUSTRY SECTOR of Your Business: \_\_\_\_\_

How long have you been in business? \_\_\_\_\_

Please list the things you'd like your mentor to help you with. What do you expect from a mentor?

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What do you think your mentor expects from you? What must you demonstrate to them before they are comfortable sharing their networking circles and referring business to you?

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Please describe personal and other characteristics you would like your mentor to have including people skills, organizational skills and business success:

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Please describe the role you see your mentor playing in your business success:

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What will you say to convince someone that you are a good investment of their time? What do you bring to the relationship? What are your strengths as a business person?

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**Why do you want to participate in the YEA/WAEDAT mentoring program?**

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**Would you prefer to have a \_\_\_\_\_ female mentor? \_\_\_\_\_ male mentor?  
\_\_\_\_\_ does not make a difference? (please check answer)**

**Please list any business associations you belong to currently:**

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**Would you prefer to have a mentor within your business sector? \_\_\_\_ Yes \_\_\_\_ No**

**May we give the results of this survey to a potential mentor? \_\_\_\_ Yes \_\_\_\_ No**

**Where did you hear about the YEA/WAEDAT mentoring program?**

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**Please attach a copy of your C.V. with this application or indicate your highest level of education:**

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**A member of the YEA/WAEDAT mentoring program committee will get back to you within two weeks of submitting this application with the next step of the process. If you are selected to participate in the program you will be required to attend a training program about the mentoring process sponsored by YEA and WAEDAT.**

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**Signature \_\_\_\_\_**

**Date \_\_\_\_\_**



**APPENDIX D – Mentor Training**

**YEA/WAEDAT Mentor Training Program**  
**MENTORING**

**Objective:** Discuss the value of mentoring and its role in business development. Relate the importance and advantages of maintaining an active mentor relationship. Provide motivation, instruction and tools needed to recruit mentors.

1. State the objective for “The Mentoring Relationship Class”. Present mentoring as a normal part of everyday life. Question participants about their involvement with mentoring: “How many of you has/ever had a mentor”? “Who is/has ever been a mentor to someone else”? “Where those relationships meaningful”? “In what ways were these relationships meaningful”?
2. Define mentoring - Use group discussion: what do you expect from a mentor? What does a mentor expect from a protégé? Keep a list on the flipchart.
3. Individual Activity - needs assessment. SWOC analysis
4. Review responsibilities of a protégé. Set expectations.  
Review tips for developing the mentor/protégé relationship.  
Review stages of the mentoring relationship.  
Ask for class input, does anyone recognize a previous mentoring relationship in these stages.
5. Discuss Mentor Networking Night – (Agenda & Expectations)  
If the Selection/Matching Committee has initial suggestions of which mentors/protéges may want to meet, this information should be made know to participants.
6. Assignments -  
A. Protégé Profile & Mentor Profile (if not already completed)

## **YEA/WAEDAT Mentor Training Program**

### **DEFINITION OF MENTORING**

Almost everyone has had someone they looked up to or went to for advice. The person might have been a coach, boss, a friend, or a relative. While these people did not have the title “mentor”, they provided many of the same elements found in a mentoring relationship.

According to Joan Jeruchim and Pat Shapiro in their book, *Women, Mentors, and Success*, the mentoring relationship is defined as having unique and certain qualities that distinguish it from other relationships. First, the mentor is more powerful and influential than the protégé. Second, the protégé tends to take on the professional values and models the behavior of her mentor. Third, there is intense emotional involvement.

YEA/WAEDAT mentors provide a very important service for the YEA/WAEDAT program and the graduates. A mentor bridges the business skills training course and the operation of a WAEDAT graduate’s business. They communicate with their protégés a couple of times a month, if not more. Mentors provide accountability technical expertise, support, resources, entrees into business networks, experience, and industry information.

### **MENTORING IS:**

- An adult, dynamic, reciprocal relationship which is mutually beneficial.
- A relationship in which a person with greater rank, power, or experience takes personal interest in the career/business development of a person with less rank, power, or experience.
- The arrangement of opportunities for beneficial career/business development experiences beyond ordinary supervision and training.
- The recognition of talent, followed by career/business assistance and guidance, developing into a two-way relationship, which leads to career/business success.

**A mentor is an advisor, role model, teacher, cheerleader, and friend.**

## **YEA/WAEDAT Mentor Training Program**

### **FINDING A MENTOR**

Finding a mentor is an active process requiring planning and effort. Having talent and potential are important, but you must also be assertive to get the mentor you want.

#### **STEP ONE: SELF-ASSESSMENT**

The first step to finding a mentor is to know you. You need to do a self-assessment and identify your strengths and weaknesses, and your goals for the future. You started working on your goals in an earlier class. Answering the following questions will help you towards thinking about who will be a good mentor.

**A. What is your age? You may prefer to work with someone who is older than you or maybe it does not matter.**

- ☐ Under 30
- ☐ 30-35
- ☐ 35-40
- ☐ 40-45
- ☐ 45-50
- ☐ 50-60
- ☐ Over 60

**B. What are your strengths?**

- ☐ Strong in math and financial matters - comfortable with numbers
- ☐ Great sales person - can sell anything to anyone, not afraid
- ☐ Great planner - manage my time very well and get much accomplished
- ☐ Great follow through - always do what I say I am going to do on time
- ☐ Know this business inside and out - could be a consultant to others
- ☐ Great technical skills for my business - typing, sewing, cleaning, etc.
- ☐ Good computer skills - you are proficient at using a computer
- ☐ Great at working within a budget - never accumulate too much debt
- ☐ Great people skills - get along with anyone
- ☐ Great leader/manager - built great teams at previous jobs and accomplished a lot, people liked to work for me

**C. What has been your pattern in dealing with intimacy?**

Mentoring is an intimate relationship. How you have fared in other intimate relationships - marriage, family, friendship will give you a clue about how you will probably relate in a mentoring relationship. Consider whether you have a lot of acquaintances or a few good, close friends. Look at your patterns in initiating, maintaining, and ending relationships. Consider the quality of your relationships, the amount of closeness or distance you're comfortable with, and whether you relate better to a man or a woman and why.

STEP 1, CONT., SELF-ASSESSMENT

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SWOC ANALYSIS

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<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>OPPORTUNITIES</b>	<b>CHALLENGES</b>

Which weaknesses and challenges can a mentor help you with?

Which strengths and opportunities can you share with a mentor?

***Mentoring Relationships*** are unique and have certain qualities that distinguish them from other relationships. First, the mentor is a relatively powerful and influential person in the protégé's life. Second, there is a strong degree of identification between the mentor and protégé with the protégé taking on the professional values and modeling her behavior after the mentor. Third, there can be intense emotional involvement.

## **STEP TWO: SOURCES TO FIND POTENTIAL MENTORS**

- A. What relationships do you have right now that might develop into mentoring relationships? The best place to start building relationships is within your own immediate network. This includes bosses, supervisors, managers and other professionals who could serve as guides, coaches or sponsors. Who in your life is supportive and nurturing? Who in your life is a successful entrepreneur? In addition to the volunteer mentors within the YEA/WAEDAT program, the following sources may provide an additional sources of mentors for your colleagues.

*Acquaintances*

*Former Bosses*

*Referrals from friends, family, colleagues*

*Community Groups*

*Religious Organizations*

*Business Development Organizations*

*Industry and Professional Organizations*

*Business Owners*

*Professors*

## **STEP THREE: RECRUIT YOUR MENTOR**

Recruiting your mentor may come at a sponsored networking event through YEA and WAEDAT or through activities under your own initiative.

### **A. Who would make a great mentor for you?**

- Someone who can give you what you want in a mentor - see needs assessment  
i.e. teach you skills or offer personal support or provide structure  
(temporarily) or give you business tips or help you network or help you  
operate efficiently and profitably or some other benefit.

***YOU MAY CHOOSE A MENTOR BECAUSE OF A SKILL YOU DO NOT HAVE, BUT YOU MUST  
LEARN THAT SKILL. YOU AND ONLY YOU ARE RESPONSIBLE FOR YOUR SUCCESS - DO NOT  
DEPEND ON OTHERS FOR TOO LONG OR FOR TOO MUCH.***

- A person who has more experience as a business owner or professional
- A woman or a man
- You can choose someone in your business or not in your business - remember to  
look at what you need in a mentor.

**B. How do I ask someone to be my mentor?**

1. Introduce yourself and your business.
2. Explain a little bit about the YEA/WAEDAT program
3. Explain why you want a mentor and what you are looking for in a mentor.
4. Explain the commitment and responsibilities expected – 6 months, 4 hours a month (See Responsibilities of a YEA/WAEDAT Mentor Handout)
5. Ask for a commitment.

If they say YES:

- a. Thank them and have the YEA/WAEDAT mentoring program give them a match packet
- b. Invite them to the YEA/WAEDAT networking events
- c. Send them a thank you note.

If they say NO:

- a. Ask them to refer you to someone else
- b. Let them know the results.

## **YEA/WAEDAT Mentor Training Program**

### **Tips for Initial Meetings with a Mentor**

1. Have a plan.
2. Call or meet in a place without distractions.
3. Be sensitive to time constraints your potential mentor may have.
4. Maintain a good attitude - each contact is an opportunity to expand your network and get support for your business.
5. Interview the potential mentor - here are sample questions.
  - Will you help me learn such-and-such skills?
  - Will you teach me the ins and outs of the industry?
  - Can you help me expand my network of contacts?
  - Find out how available they will make themselves to you.  
e.g. can you call anytime?
  - Pay attention to “chemistry” with the person - follow your gut instincts; i.e. don’t get a mentor, just to have a mentor
  - Do they inspire you, motivate you, empathize with you?
6. Ask her/him to be your mentor.
7. Send them a thank you note.

## **YEA/WAEDAT Mentor Training Program**

### **RESPONSIBILITIES OF A PROTÉGÉ**

Mentors are usually very busy people. They want to help you, but there are certain responsibilities that you need to take on. These are the same responsibilities that are given to the mentor as well. The relationship works when both parties make a pro-active effort to contribute.

- Bimonthly meetings with mentor (at least once a month in person)
- Make a six month commitment to be in mentoring relationship
- Ask for resources and entrees into business networks (e.g. organization to which you belong, suppliers, potential clients, etc.)
- Ask for trade secrets
- Listen to the mentor's support and advice, but make your own decisions
- Learn skills where you can
- Ask mentor to refer you to others in areas that are not in their area of expertise.
- Share your experiences, successes, and failures; demonstrating your development process
- Ask your mentor to participate in important events such as business openings, Mentor Networking Night, etc.
- Attend WAEDAT/YEA networking events
- Fill out progress reports with mentor and return to YEA office(two times a year)



## **YEA/WAEDAT Mentor Training Program**

### **RESPONSIBILITIES OF A MENTOR**

- Bimonthly meetings with protégé (at least once a month in person)
- Make a six month commitment to be in mentoring relationship
- Be open to providing resources and entrees into business networks (e.g. organization to which you belong, suppliers, potential clients, etc.) when appropriate
- Listen to the protégé's issues, problems and challenges, be open to giving advice when asked, but let them make their own decisions
- Teach skills where you can
- Refer protégé to others in areas that are not in your area of expertise.
- Share your experiences, successes, and failures; demonstrating your development own process, especially how you overcame challenges
- Ask your protégé to participate in important events in your own business, such as store/office openings, business association meetings, etc. when appropriate
- Attend WAEDAT/YEA networking events
- Fill out progress reports with mentor and return to YEA office(two times a year)

## TIPS ON MENTOR/ PROTÉGÉ RELATIONSHIP

*assembled by Women Entrepreneurs of Baltimore, Inc.*

- ☒ Spend time together initially getting to know each other and building trust. Talk about each other's background, work experience, families, other places you have lived, interests, hobbies, etc.
- ☒ Review each other's business plans. Conduct an initial mutual inventory of each other's strengths, future strengths, business strengths and weaknesses. Discuss your needs and expectations.
- ☒ Have set meetings with set agendas and time limits.
- ☒ Protégé can interview mentor about:
  - how she/he went into business;
  - what challenges she/he faced;
  - what challenges is she/he currently facing in her/his business;
  - what strategies she/he tried that did or didn't work.
- ☒ Meet to discuss a specific aspect of the protégé's business:
  - selling;
  - marketing and advertising;
  - cultivating and maintaining a clientele;
  - negotiating leases;
  - taxes and record keeping;
  - personnel issues.
- ☒ Have "field trips", visit each other's business.
- ☒ Meet at networking opportunities. Join each other at professional association meetings, community business association meetings, etc.
- ☒ Practice active listening.
- ☒ Set priorities.
- ☒ Give specific concrete praise.
- ☒ Communicate early and directly about any problems in the relationship.
- ☒ Ask for assistance from the YEA/WAEDAT staff if needed.
- ☒ Protégés should come up with their own solutions. Remember that the mentor is there to provide resources and guidance.
- ☒ Mentors should share their own experience, successes and failures, that demonstrate your development process.

## STAGES of the MENTOR/ PROTÉGÉ RELATIONSHIP

*assembled by Women Entrepreneurs of Baltimore, Inc.*

### 1. Initiation

- Protégé's business is generally in start-up phase;
- Mentor/ protégé are getting to know each other;
- Protégé may feel overwhelmed;
- Protégé may face unexpected obstacles;
- Protégé may be in awe of mentor;
- Protégé's business start-up may be delayed.

### 2. Development

- It is exciting and fun;
- Protégé's business is growing;
- Ideas are being shared;
- Protégé's confidence is increasing;
- There is mutual appreciation and recognition;
- Communication pattern is established;
- Mentor is providing contacts and resources.

### 3. Disillusionment

- Protégé may become critical of mentor;
- Protégé has created her own contacts and resources;
- Mentor may not recognize the new skills of the protégé.

### 4. Take a Break

- Recognize that the two of you might need some time apart.

### 5. Redefinition

- Mentor/ Protégé relationship becomes peer-like;
- There is mutual appreciation and recognition.

## DEALING WITH CHALLENGES OF MENTORING

YEA/WAEDAT Mentoring Program

### 1. Initiation - Obstacles:

- Protégé expects a lot from the mentor - maybe more than they can give
  - Mentor may give too much advice which overwhelms the Protégé
  - Business start-up could be slower - Protégé could be frustrated
  - Protégé may want to give a good impression and paint things rosier than they are
- Strategies:
- Spend time getting to know each other and build trust
  - Have set meetings with set agenda and time limits
  - Do active listening and help Protégé establish priorities
  - Communicate clearly, if you are frustrated talk about behavior, not the person
  - Do a development plan together - have Protégé specify what she needs

### 2. Development - Obstacles:

- Could get too casual
  - Take each other for granted
- Strategies:
- Be creative like going to functions, but keep some structure
  - Keep setting priorities
  - Continue to share experience

### 3. Disillusionment - Obstacles:

- Lack of communication
  - Mentor may not have the answer to some questions
  - Protégé may underestimate what mentor has to offer
- Strategies:
- Don't take it personally
  - Do not force a permanent separation
  - Find a casual way to check in
  - Take a break for a week or two

### 4. **Take a Break**

### 5. Redefinition - Obstacle:

- Protégé/mentor may feel uncomfortable with newly developed peer-like relationship
- Strategies:
- Be willing to change - Protégé be willing to give suggestions and offer support
  - Mentor be willing to accept support

## **YEA/WAEDAT Mentor Training Program**

### **INTERVIEWING A SIMILAR BUSINESS**

Here are some *suggested* questions for the Interviewing potential mentors. There may be other questions that will be useful for you to ask given your specific business.

1. What products and services do you sell?
2. How long have you been in business?  
How did you get started?
3. What has been your biggest challenge(s) in starting your business and how did you overcome it?
4. What factors have contributed to your success?
5. Have you had a mentor?  
If yes, how did you benefit?
6. What challenges have you encountered in pricing your products and services?
7. How did you identify the suppliers you use?  
What have been some of the challenges in finding good suppliers?
8. What suggestions do you have for creating contracts with clients, suppliers, etc.
9. What advice would you give someone starting out/growing/expanding in business?

## **YEA / WAEDAT Mentoring Program Agreement**

In cooperation with YEA and WAEDAT, the undersigned agrees to participate in the Mentoring Program for a period of six months. Both parties may continue the relationship after six months if they so choose.

Characteristics of Mentor/Protégé Relationship:

- ◆ Monthly contacts (in person, email, phone, etc.)
- ◆ Completion of Growth Management Plan (GMP) for Mentoring Relationships as a guide for goals in the mentoring relationship

Characteristics and role of the mentor:

- Desire to share knowledge and skills
- Time to devote to the Protégé (monthly contacts)
- Trustworthy
- Honesty
- Willingness to listen

Characteristics and role of the Protégé:

- Willingness to learn and listen
- Ability to receive feedback
- Complete agreed upon tasks and responsibilities

Characteristics and role of YEA/WAEDAT:

- Use of meeting space (based on availability)
- Ongoing support (workshops, networking events, support, and guidance)

Protégé and Mentor agree to keep confidential all information with the exception of informing each other of progress updates, scheduling, and any concerns. Both parties agree that YEA and WAEDAT will not be held liable for any breach of confidentiality or any misunderstandings caused by this mutual arrangement. Both parties agree to provide three weeks written notice to all parties involved (including YEA and WAEDAT) upon termination and any changes to this agreement.

Mentor  
(name)\_\_\_\_\_signature\_\_\_\_\_

Protégé  
(name)\_\_\_\_\_signature\_\_\_\_\_

YEA Staff\_\_\_\_\_

## Growth Management Plan (GMP) For Mentoring Relationships

MENTOR: \_\_\_\_\_

Protegee: \_\_\_\_\_

Short term goals (what Protégé plans to accomplish in next year):

Steps to take to meet short term goals:

Mentor's suggestions/guidance for short term goals:

Steps Protégé will take before next meeting with mentor:

**Establishment of WAEDAT Mentorship Program**

---

Date Discussed

Courtesy of UCSG



<b>Growth Management Plan (GMP) For Mentoring Relationships (continued)</b>
Medium range goals (1–5 years):
Steps to take to get there:
Mentor's suggestions/guidance:
Long range goals (5–20 years):
What options does Protégé have to consider in order to reach those goals?

Mentor's suggestions/guidance for long range goals:

Courtesy of UCSG

## **APPENDIX F – Mentoring Handbook**

### **YEA Mentoring Program Handbook**

The purpose of the mentoring handbook is to serve as a guide to implement the mentoring program. It contains the following information essential to establishing, implementing and maintaining a successful mentoring program.

#### **Contents:**

1. Definition and benefits of the Mentoring Program
2. Definition of the Mentoring Program Components and Process
3. Marketing Plan to Recruit Mentors and Protégés
4. Selection and Matching Criteria for Mentors and Protégés
5. Application Forms for potential:
  - a. Mentors
  - b. Protégés
6. Training Program for Mentors and Protégés
7. Mentor Agreement
8. Evaluation Forms to measure program efficacy
9. Tracking Information
10. Memorandum of Understanding between YEA and WAEDAT

### **Definition and Benefits of the YEA Mentoring Program**

A mentoring program seeks to match experienced entrepreneurs and business professionals (mentors) with less experienced business owners (protégés) for the purpose of expanding the skills, knowledge and network of the protégé. Mentors are able to provide specific business guidance, sector expertise, connections to business resources or motivate protégés through example. A mentor is a teacher, coach, facilitator and wise advisor that can assist the protégé by providing counsel to move the protégé's business forward. Mentors are seeking to give back to others with the reward of watching another grow, develop and prosper. Protégés must be ready to enter the mentoring relationship. They should have a clear set of questions and issues that they want to work on in their business, capacity to establish and achieve business goals, and a willingness to set aside time to develop a mentoring relationship.

#### *Benefits for Protégé:*

- An opportunity to increase skills, knowledge and confidence
- An increased potential for business visibility and promotional or networking opportunities
- An improved understanding of the entrepreneur's role in her business
- Insights into the unwritten rules of doing business successfully
- A supportive environment in which successes and failures can be evaluated
- Development of professionalism and self-confidence as a business owner through enhancing personal and professional effectiveness
- Recognition, satisfaction and empowerment as a business owner
- Manage stress and pressure of entrepreneurship more effectively
- Learn to better manage working with increased levels of uncertainty and complexity

#### *Benefits for Mentors:*

- Personal satisfaction from contributing to the development of the protégé
- An ability to share experience and knowledge to assist another person's development
- Opportunity to add value and contribution to a business and in turn to increase economic opportunity for the entrepreneur and her employees
- Ability to learn from another business person and gain a new perspective on business
- Opportunity to initiate challenging discussions with an entrepreneur with a fresh perspective

#### *Benefits to YEA and WAEDAT:*

- Participants will be more dedicated to their associations
- Members will consider any service related to the establishment of a new venture as a priority
- A demonstrated opportunity to engage in social responsibility

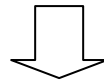
### **Definition of the Mentoring Program Components and Process**

The process components of the mentoring program are as follows:

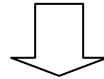
- An initial **marketing campaign** is put in place to recruit mentors and attract protégés via public speaking engagements, brochures, websites, and networking. Once the program is established mentors can be recruited from existing mentors and protégés.
- **Applications** to the program (both for mentors and protégés) are then reviewed by a committee to determine which mentors and protégés are eligible for the program.
- Applications are **screened** and potential matches can be identified.
- A **networking event** gives potential mentors and protégés and opportunity to meet one another before a final match is assigned.
- At this time, a **training program** for both the mentors and protégés outlines the mentoring process and details the responsibilities from both mentors and protégés participating in the program.
- Once the final match has been determined, both mentor and protégé sign a **mentoring agreement**.
- Periodic **evaluation and monitoring** of the relationship ensures there is ongoing communication.
- YEA and WAEDAT will **track** the matches.
- If necessary, **reassignments** of mentor-protégé matches can take place.
- **Mentors should be acknowledged** for their contribution to the program and to the growth and development of the protégé.

A diagram of the process follows on the next page.

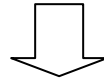
**Marketing Campaign** to Recruit Mentors and Protégés via:  
Speaking Engagements, Word of Mouth, Flyers,  
Protégé Recruiting Activities, Websites (YEA and WAEDAT)



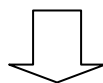
Request for Application (Mentor or Protégé) – Via Phone, Mail, or Website



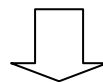
Application Received (Mentor or Protégé) – Mail or Website



### **Selection Process: Selection/Matching Committee Reviews Applications**



Program Participants Selected	
Applicant	



- OR -

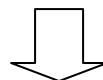


Applicant	Rejections	Letter Sent to
1	1	1
2	1	1
3	1	1
4	1	1
5	1	1
6	1	1
7	1	1
8	1	1
9	1	1
10	1	1
11	1	1
12	1	1
13	1	1
14	1	1
15	1	1
16	1	1
17	1	1
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91	1	1
92	1	1
93	1	1
94	1	1
95	1	1
96	1	1
97	1	1
98	1	1
99	1	1
100	1	1

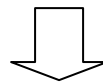
**Initial Matching Process:** Initial Mentor-Protégé Matches Pre-selected  
(May have several options for participants if Mentoring Networking Event to Follow)



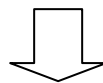
## Mentor Networking Event



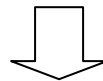
Mentor Relationship Training for both Mentor and Protégé



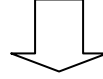
### Final Mentor Matches Determined



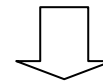
### Periodic **Monitoring/ Feedback** - Is relationship working?



Yes



## Match Pre-Process



No – Reassignment, Return to Initial Mentor-Protégé Selection

Thank You Note Sent to Mentor  
Mentor Recognition (as warranted)



**Structured Networking Events as Needed**

## Marketing Plan to Recruit Mentors and Protégés

Mentors can be recruited through a variety of methods, all of which need to be utilized for a successful campaign. Because this is a new program, associations and individuals will need to be educated on the concept of mentorship along with the benefits of being a mentor or protégé. Success stories should be part of the vehicle for attracting both mentors and protégés to the program. Also the time frame of commitment to participate in the mentoring relationship should be clearly articulated. The initial commitment can be from 6 – 12 months, with an option at the end of that time period to continue the relationship on a more informal basis.

To reiterate, the marketing plan must communicate at a minimum:

- Definition of Mentoring Program
- Benefits to participating in Mentoring Program
- Success Stories
- Time commitment
- Qualifications for Mentors and Protégés

The following methods have proved successful in recruiting potential mentors in existing mentoring programs.

- **Meeting and speaking** directly with business and membership associations will be necessary to get the word out about the mentorship program. Initially, the YEA/WAEDAT membership committee will want to be on the agenda for YEA meetings (the Forum or membership meetings) and the WAEDAT launch in February.
- **Newsletters** from WAEDAT and YEA should introduce the new mentorship program and point out why individuals would want to volunteer their time.
- **Email announcements** of the program to YEA membership.
- **Brochures** can be quickly developed as marketing aids to utilize at speaking engagements or one-on-one meetings.
- The **YEA website** can be upgraded to recruit mentors by talking about the benefits of the program. The **WAEDAT website** should also give information about the program and provide a link to the YEA website which contains an application. The YEA and WAEDAT websites should feature success stories to give testimony to the program and utilize photos and graphics for visual appeal.
- **Applications** for mentors and protégés should be available both on-line and as a handout out all speaking engagements at YEA or WAEDAT where the mentorship program is referenced.
- As the program builds, **word or mouth**, can become a tool to recruit more mentors. All existing mentors should be asked if they know anyone else who would serve as a good mentor. This personal network of the mentors should be utilized as it tends to draw on the highest caliber individuals.
- **Protégés** can also be empowered to recruit their own mentors if given proper strategies, tools and techniques.

The YEA Staff member can recruit potential mentors from:

- Business Associations
- Corporations
- Existing Network of Mentors

○ Existing Network of Protégés

Before recruiting begins, priorities need to be established to determine which organizations will provide not only the largest potential of mentors but those whose members will have the qualities and experiences desired by protégés. Careful consideration will be taken to recruit mentors both inside and outside of Amman to best serve protégés.

List of Potential Organizations for Mentor Recruiting Efforts:

*Business Associations*

The following association/membership organizations have been identified as possible sources for mentor recruitment:

1. Young Entrepreneurs Association (YEA) [www.yea.com.jo](http://www.yea.com.jo)
2. Jordan Forum for Business and Professional Women-Amman (JFBPW) [www.bpwa.org.jo](http://www.bpwa.org.jo)
3. Business Women's Club (based in Amman, Jordan)
4. Jordanian American Business Association (JABA) [www.jaba.org.jo](http://www.jaba.org.jo)
5. MEZAN, an association for women's rights
6. EMPRETEC – Jordan, <http://www.empretec.net/DITE/EMPRETEC/ECJordan.nsf/>

The following business associations are more sector specific and would offer industry expertise within its membership base:

1. Jordan Intellectual Property (JIPA) [www.jordanipweek.com](http://www.jordanipweek.com)
2. Jordan Exporters Association (JEA) [www.jordanexporters.org](http://www.jordanexporters.org)
3. INTAJ – Information Technology Association (int@j) [www.intaj.net](http://www.intaj.net)
4. Jordan Investment Board (JIB) [www.job.com.jo](http://www.job.com.jo)

*Corporations*

Another potential source of mentors lies within the corporate realm based in Jordan. Corporations which serve in the identified sectors of the WAEDAT program (e.g. Nestle or Knorr) may have employees who would be willing to serve as mentors for WAEDAT participants. They offer not only industry expertise, but also marketing, management and financial expertise which can be applied to the small entrepreneur.

*Protégé's Network*

As the concept of mentoring becomes better known, one of the best sources of mentor recruitment lies with the entrepreneur herself. Given the proper tools of how to recruit a mentor, real

*Outside Amman*

Throughout the course of my interviews during this project, it is recognized that it will be more challenging to recruit mentors to serve the WAEDAT participants in the areas outside of Amman. Specifically, WAEDAT will be conducting trainings in the locations of Irbid, Zarqa and Madaba. Several strategies can be employed to recruit mentors who would be willing to serve as mentors for the protégés located outside of Amman. These would include:



1. JOHUD/SBDC can explore the possibility of recruiting mentors from its existing relationships with businesses in these locations. The YEA/WAEDAT mentorship committee can form a team with JOHUD/SBDC to recruit identified potential mentors from businesses and associations outside of Amman.
2. Mentors in Amman may be willing to work with protégés outside of Amman. They may choose to have face to face meetings with their protégés initially and then keep in contact via telephone, mobile or email. Ideally there should still be meetings in person, but perhaps only every other month.

## **Selection and Matching Criteria for Mentors and Protégés**

### *Selection and Matching Committee*

A selection and matching committee will need to be established that pairs up mentors with protégés. This committee shall be comprised of both representatives from YEA and WAEDAT (as appropriate). The purpose of this committee is to screen and select potential mentors and ensure that protégés are ready for the program. The matching process is critical to the success of the program. While much information can be gathered on paper about the mentoring program participants, there is also an element of personal chemistry between the mentor and protégé that contributes to the success of the relationship. A successful program will combine the elements of both in the matching process.

### *Mentor Application*

All potential mentors will be required to complete an application to determine if they are appropriate for the program. Those deemed in appropriate will be sent a letter of rejection. Those deemed acceptable will be sent further information about participating in the program including any notice of a networking event. The mentor is asked to submit a copy of his/her CV in addition to completing the application form.

### *Protégé Application*

The protégé application will be required to submit an application to determine if they are ready to participate in the program. Those deemed in appropriate will be sent a letter of rejection. Those deemed acceptable will be sent further information about participating in the program including any notice of a networking event. The protégé is asked to submit a copy of his/her CV or give notice on the highest education completed in addition to completing the application form.

### *The Selection Process*

Applications for mentors and protégés are reviewed to ensure that essential qualifications are met to participate in the program. Any person deemed unsuitable or not ready to participate in the programs will need to be notified. Reasons that may disqualify a person from participating in the program could be lack of business experience or unrealistic expectations. If demand exceeds supply, then applicants should also be notified as such.

*Program Note: The YEA/WAEDAT mentorship selection and matching committee should both have input into the process. YEA may know potential mentors personally and WAEDAT knows best the needs of its participants.*

### *The Matching Process*

The matching committee will need to carefully review the needs of the protégé with the skills and expertise of the mentor. In matching mentors and protégés it is wise to match not only for skills and expertise, but level of business experience as well. It has been identified that there are three categories or stages of business of the protégé:

1. Initial start-up business or in idea phase
2. In the process of start-up (less than 1-2 years in business)
3. Well established business (identified time frame or profitability)

All applications for both mentors and protégés will be separated into these three archetypes. Matching is made based on stages, and the skills and experience of both the protégé and the mentor.

- a. Mentors who are in the process of starting their business (stage 2) are qualified to mentor protégés in stage 1.
- b. Mentors that have well established businesses (stage 3) are qualified to assist those protégés in stage 2 that desire to move their business to the next level.
- c. It is not necessary or even wise to match a high powered or experienced entrepreneur with a protégé still deciding if entrepreneurship is right for them.

### *Program Requirements*

For the program to be successful, **both mentors and protégés must be willing to attend a training program** which outlines the process, stages and expectations for the mentoring relationship.

### *Mentor Networking Event*

A venue in which potential mentors and protégés can have an opportunity to network in order to facilitate their own matches can be hosted by YEA. If this networking event is sponsored by YEA/WAEDAT, then a list of several potential introductions can be provided to both the mentors and protégés. If people are allowed to network on this more informal basis, then relationships can develop organically which can lead to a more solid relationship than a match made only through “paper”. The mentor training can take place at the networking event if it is appropriate.

### *Common Challenges with mentoring programs:*

Common problems with mentoring programs that have been identified include:

- **Poor matches between mentor and protégé.** In addition to technical fits between mentor and protégé, the personal interaction between the two must be taken into account. A system must be in place which allows for re-matching of mentors and protégés if the relationship is not working out for either party. Building trust between the two parties is essential for successful communication.
- **Unrealistic goals or expectations.** If either the protégé or mentor expects too much of the other person, then the relationship is doomed. Setting clear goals about what is expected from the relationship is essential. When a misunderstanding about the nature of the protégé’s issues arises, the need for support from the mentoring program coordinator is essential. For example,

mentors are equipped to work with business problems, but personal issues of the protégé underlying their business problem may be beyond the scope of what is expected from the mentor.

- **Lack of confidentiality.** Successful mentoring relationships are built upon trust and open honest communication. The mentor must be willing to share their own experiences, successes and how they coped with failure and vice versa. A protégé is expected to maintain a professional level of confidentiality as is the mentor.
- **Lack of communication.** If a mentoring program does not adequately monitor the status of the mentoring relationship, it is possible that contact will not be maintained in the relationship for a variety of reasons. A consistent schedule of feedback should be sought from both the mentor and protégé to measure the progress and satisfaction of the mentoring relationship.

#### *Mentor Agreement*

Once a final match has been determined, both the protégé and mentor should sign a Mentoring Agreement which outlines the commitment by both parties. In order to facilitate discussion and expectations between the mentor and protégé, a growth management plan is included.

#### *Opportunity for Reassignment*

If a match is not working, then a new match can be reassignment. The protégé is welcome to attend another networking event. If appropriate the mentor may also attend another networking event.

## **YEA/WAEDAT MENTORING PROGRAM** **PROTÉGÉ PROFILE**

**NAME:** \_\_\_\_\_

**BUSINESS**

**NAME:** \_\_\_\_\_

**Contact**

**Information:**

**Address** \_\_\_\_\_

**Home**

**Phone:** \_\_\_\_\_

**Business**

**Phone:** \_\_\_\_\_

**Email**

**Address:** \_\_\_\_\_

**LOCATION OF BUSINESS:** ☐ Home-based ☐ Store ☐ Office ☐ Incubator

**PRODUCT**

**OR**

**SERVICE**

**YOU**

**PROVIDE:** \_\_\_\_\_

\_\_\_\_\_  
**INDUSTRY**

**SECTOR**

**of**

**Your**

**Business:** \_\_\_\_\_

**How**

**long**

**have**

**you**

**been**

**in**

**business?** \_\_\_\_\_

**Please list the things you'd like your mentor to help you with. What do you expect from a mentor?**

---

---

---

---

**What do you think your mentor expects from you? What must you demonstrate to them before they are comfortable sharing their networking circles and referring business to you?**

---

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**Please describe personal and other characteristics you would like your mentor to have including people skills, organizational skills and business success:**

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**Please describe the role you see your mentor playing in your business success:**

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**What will you say to convince someone that you are a good investment of their time? What do you bring to the relationship? What are your strengths as a business person?**

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**Why do you want to participate in the YEA/WAEDAT mentoring program?**

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**Would you prefer to have a \_\_\_\_\_ female mentor? \_\_\_\_\_ male mentor?  
\_\_\_\_\_ does not make a difference? (please check answer)**

**Please list any business associations you belong to currently:**

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**Would you prefer to have a mentor within your business sector? \_\_\_\_ Yes \_\_\_\_  
No**

**May we give the results of this survey to a potential mentor? \_\_\_\_Yes \_\_\_\_No**

**Where did you hear about the YEA/WAEDAT mentoring program?**

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**Please attach a copy of your C.V. with this application or indicate your highest level of education:**

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**A member of the YEA/WAEDAT mentoring program committee will get back to you within two weeks of submitting this application with the next step of the process. If you are selected to participate in the program you will be required to attend a training program about the mentoring process sponsored by YEA and WAEDAT.**

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**Signature \_\_\_\_\_ Date \_\_\_\_\_**

## **YEA/WAEDAT MENTORING PROGRAM**

### **MENTOR PROFILE**

**NAME:** \_\_\_\_\_

**BUSINESS NAME:** \_\_\_\_\_

**Contact Information:**

**Address** \_\_\_\_\_

**Home Phone:** \_\_\_\_\_ **Business Phone:** \_\_\_\_\_

**Email Address:** \_\_\_\_\_

**LOCATION OF BUSINESS:** \_\_ Home-based \_\_ Store \_\_ Office \_\_ Incubator

**PRODUCT OR SERVICE YOU PROVIDE:** \_\_\_\_\_

\_\_\_\_\_  
**INDUSTRY SECTOR of Your Business:** \_\_\_\_\_

**How long have you been in business?** \_\_\_\_\_

**What is your current business stage?** \_\_\_\_ Initial \_\_\_\_ Growth

\_\_\_\_ Expanding \_\_\_\_ Stabilizing \_\_\_\_ Downsizing/Rightsizing

**Please list the reasons you would like to volunteer as a mentor. What do you expect out of the mentoring relationship?**

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**What do you think your protégé expects from you? What must they demonstrate to you before you are comfortable sharing your networking circles and referring business to you?**

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**Please describe your personal and other characteristics (people skills, organizational skills, networking contacts, etc.) which contribute to your business success:**

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**Please describe the role you see as a mentor playing in the business success of the protégé:**

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List any specific business topics which you feel are your personal strength as a business person (marketing, finance, lending, exporting, manufacturing, advertising, etc.):

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Why do you want to participate in the YEA/WAEDAT mentoring program?

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Would you prefer to have a \_\_\_\_\_ female protégé? \_\_\_\_\_ male protégé?  
\_\_\_\_\_ does not make a difference? (please check answer)

Please list any business associations you belong to currently:

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\_\_\_\_\_ Would you prefer to have a protégé within your business sector? \_\_\_\_ Yes \_\_\_\_ No

Where did you hear about the YEA/WAEDAT mentoring program?

\_\_\_\_\_ Please attach a copy of your C.V. to this application. A member of the YEA/WAEDAT mentoring program committee will get back to you within two weeks of submitting this application with the next step of the process. If you are selected to participate in the program you will be required to attend a training program about the mentoring process sponsored by YEA and WAEDAT.

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Signature \_\_\_\_\_

Date \_\_\_\_\_



## **YEA / WAEDAT Mentoring Program Agreement**

**In cooperation with YEA and WAEDAT, the undersigned agrees to participate in the Mentoring Program for a period of six months. Both parties may continue the relationship after six months if they so choose.**

### **Characteristics of Mentor/Protégé Relationship:**

- ◆ **Monthly contacts (in person, email, phone, etc.)**
- ◆ **Completion of Growth Management Plan (GMP) for Mentoring Relationships as a guide for goals in the mentoring relationship**
- ◆ **Characteristics and role of the mentor:**
  - **Desire to share knowledge and skills**
  - **Time to devote to the Protégé (monthly contacts)**
  - **Trustworthy**
  - **Honesty**
  - **Willingness to listen**

### **Characteristics and role of the Protégé:**

- **Willingness to learn and listen**
- **Ability to receive feedback**
- **Complete agreed upon tasks and responsibilities**

### **Characteristics and role of YEA/WAEDAT:**

- **Use of meeting space (based on availability)**
- **Ongoing support (workshops, networking events, support, and guidance)**

**Protégé and Mentor agree to keep confidential all information with the exception of informing each other of progress updates, scheduling, and any concerns. Both parties agree that YEA and WAEDAT will not be held liable for any breach of confidentiality or any**

**misunderstandings caused by this mutual arrangement. Both parties agree to provide three weeks written notice to all parties involved (including YEA and WAEDAT) upon termination and any changes to this agreement.**

**Mentor (name)**\_\_\_\_\_ **signature**\_\_\_\_\_

**Protégé (name)**\_\_\_\_\_ **signature**\_\_\_\_\_

**YEA Staff**\_\_\_\_\_

Growth Management Plan (GMP) For Mentoring Relationships
<p><b>MENTOR:</b> _____</p>
<p><b>Protégé:</b> _____</p>
<p>Short term goals (what Protégé plans to accomplish in next year):</p>
<p>Steps to take to meet short term goals:</p>
<p>Mentor's suggestions/guidance for short term goals:</p>

Steps Protégé will take before next meeting with mentor:
Date Discussed

Courtesy of UCSG

<b>Growth Management Plan (GMP) For Mentoring Relationships (continued)</b>
Medium range goals (1–5 years):
Steps to take to get there:
Mentor's suggestions/guidance:
Long range goals (5–20 years):
What options does Protégé have to consider in order to reach those goals?

Mentor's suggestions/guidance for long range goals:

Courtesy of UCSG

**Training Program for Mentors and Protégés**

**YEA/WAEDAT Mentor Training Program**  
**MENTORING Trainers Guide**

**Objective:** Discuss the value of mentoring and its role in business development. Relate the importance and advantages of maintaining an active mentor relationship. Provide motivation, instruction and tools needed to recruit mentors.

1. State the objective for “The Mentoring Relationship Class”. Present mentoring as a normal part of everyday life. Question participants about their involvement with mentoring: “How many of you has/ever had a mentor”? “Who is/has ever been a mentor to someone else”? “Where those relationships meaningful”? “In what ways were these relationships meaningful”?
2. Define mentoring - Use group discussion: what do you expect from a mentor? What does a mentor expect from a protégé? Keep a list on the flipchart.
3. Individual Activity - needs assessment. SWOC analysis
4. Review responsibilities of a protégé. Set expectations.  
Review tips for developing the mentor/protégé relationship.  
Review stages of the mentoring relationship.  
Ask for class input, does anyone recognize a previous mentoring relationship in these stages.
5. If needed add training module on cultural sensitivity in working with Protégés outside of Amman
6. Discuss Mentor Networking Night – (Agenda & Expectations)  
If the Selection/Matching Committee has initial suggestions of which mentors/protégés may want to meet, this information should be made know to participants.
7. Assignments -  
A. Protégé Profile & Mentor Profile (if not already completed)

## **YEA/WAEDAT Mentor Training Program**

### **DEFINITION OF MENTORING**

Almost everyone has had someone they looked up to or went to for advice. The person might have been a coach, boss, a friend, or a relative. While these people did not have the title “mentor”, they provided many of the same elements found in a mentoring relationship.

According to Joan Jeruchim and Pat Shapiro in their book, *Women, Mentors, and Success*, the mentoring relationship is defined as having unique and certain qualities that distinguish it from other relationships. First, the mentor is more powerful and influential than the protégé. Second, the protégé tends to take on the professional values and models the behavior of her mentor. Third, there is intense emotional involvement.

YEA/WAEDAT mentors provide a very important service for the YEA/WAEDAT program and the graduates. A mentor bridges the business skills training course and the operation of a WAEDAT graduate’s business. They communicate with their protégés a couple of times a month, if not more. Mentors provide accountability technical expertise, support, resources, entrees into business networks, experience, and industry information.

### **MENTORING IS:**

- An adult, dynamic, reciprocal relationship which is mutually beneficial.
- A relationship in which a person with greater rank, power, or experience takes personal interest in the career/business development of a person with less rank, power, or experience.
- The arrangement of opportunities for beneficial career/business development experiences beyond ordinary supervision and training.
- The recognition of talent, followed by career/business assistance and guidance, developing into a two-way relationship, which leads to career/business success.

**A mentor is an advisor, role model, teacher, cheerleader, and friend.**



## **YEA/WAEDAT Mentor Training Program**

### **FINDING A MENTOR**

Finding a mentor is an active process requiring planning and effort. Having talent and potential are important, but you must also be assertive to get the mentor you want.

#### **STEP ONE: SELF-ASSESSMENT**

The first step to finding a mentor is to know you. You need to do a self-assessment and identify your strengths and weaknesses, and your goals for the future. You started working on your goals in an earlier class. Answering the following questions will help you towards thinking about who will be a good mentor.

**A. What is your age? You may prefer to work with someone who is older than you or maybe it does not matter.**

- ☐ Under 30
- ☐ 30-35
- ☐ 35-40
- ☐ 40-45
- ☐ 45-50
- ☐ 50-60
- ☐ Over 60

**B. What are your strengths?**

- ☐ Strong in math and financial matters - comfortable with numbers
- ☐ Great sales person - can sell anything to anyone, not afraid
- ☐ Great planner - manage my time very well and get much accomplished
- ☐ Great follow through - always do what I say I am going to do on time
- ☐ Know this business inside and out - could be a consultant to others
- ☐ Great technical skills for my business - typing, sewing, cleaning, etc.
- ☐ Good computer skills - you are proficient at using a computer
- ☐ Great at working within a budget - never accumulate too much debt
- ☐ Great people skills - get along with anyone
- ☐ Great leader/manager - built great teams at previous jobs and accomplished a lot, people liked to work for me

**C. What has been your pattern in dealing with intimacy?**

Mentoring is an intimate relationship. How you have fared in other intimate relationships - marriage, family, friendship will give you a clue about how you will probably relate in a mentoring relationship. Consider whether you have a lot of acquaintances or a few good, close friends. Look at your patterns in initiating, maintaining, and ending relationships. Consider the quality of your relationships, the amount of closeness or distance you're comfortable with, and whether you relate better to a man or a woman and why.

STEP 1, CONT., SELF-ASSESSMENT

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SWOC ANALYSIS

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<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<b>OPPORTUNITIES</b>	<b>CHALLENGES</b>

Which weaknesses and challenges can a mentor help you with?

Which strengths and opportunities can you share with a mentor?

***Mentoring Relationships*** are unique and have certain qualities that distinguish them from other relationships. First, the mentor is a relatively powerful and influential person in the protégé's life. Second, there is a strong degree of identification between the mentor and protégé with the protégé taking on the professional values and modeling her behavior after the mentor. Third, there can be intense emotional involvement.

## **STEP TWO: SOURCES TO FIND POTENTIAL MENTORS**

- B. What relationships do you have right now that might develop into mentoring relationships? The best place to start building relationships is within your own immediate network. This includes bosses, supervisors, managers and other professionals who could serve as guides, coaches or sponsors. Who in your life is supportive and nurturing? Who in your life is a successful entrepreneur? In addition to the volunteer mentors within the YEA/WAEDAT program, the following sources may provide an additional source of mentors for your colleagues.

*Acquaintances*

*Former Bosses*

*Referrals from friends, family, colleagues*

*Community Groups*

*Religious Organizations*

*Business Development Organizations*

*Industry and Professional Organizations*

*Business Owners*

*Professors*

## **STEP THREE: RECRUIT YOUR MENTOR**

Recruiting your mentor may come at a sponsored networking event through YEA and WAEDAT or through activities under your own initiative.

### **A. Who would make a great mentor for you?**

- Someone who can give you what you want in a mentor - see needs assessment

i.e. teach you skills or offer personal support or provide structure (temporarily) or give you business tips or help you network or help you operate efficiently and profitably or some other benefit.

***YOU MAY CHOOSE A MENTOR BECAUSE OF A SKILL YOU DO NOT HAVE, BUT YOU MUST LEARN THAT SKILL. YOU AND ONLY YOU ARE RESPONSIBLE FOR YOUR SUCCESS - DO NOT DEPEND ON OTHERS FOR TOO LONG OR FOR TOO MUCH.***

- A person who has more experience as a business owner or professional

- A woman or a man

- You can choose someone in your business or not in your business - remember to look at what you need in a mentor.

### **B. How do I ask someone to be my mentor?**

1. Introduce yourself and your business.

#### **Establishment of WAEDAT Mentorship Program**

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4. Explain a little bit about the YEA/WAEDAT program
5. Explain why you want a mentor and what you are looking for in a mentor.
4. Explain the commitment and responsibilities expected – 6 months, 4 hours a month (See Responsibilities of a YEA/WAEDAT Mentor Handout)
5. Ask for a commitment.

#### If they say YES:

- a. Thank them and have the YEA/WAEDAT mentoring program give them a match packet
- b. Invite them to the YEA/WAEDAT networking events
- c. Send them a thank you note.

#### If they say NO:

- a. Ask them to refer you to someone else
- b. Let them know the results.

## **YEA/WAEDAT Mentor Training Program**

### **Tips for Initial Meetings with a Mentor**

1. Have a plan.
2. Call or meet in a place without distractions.
3. Be sensitive to time constraints your potential mentor may have.
4. Maintain a good attitude - each contact is an opportunity to expand your network and get support for your business.
5. Interview the potential mentor - here are sample questions.
  - Will you help me learn such-and-such skills?
  - Will you teach me the ins and outs of the industry?
  - Can you help me expand my network of contacts?
  - Find out how available they will make themselves to you.  
e.g. can you call anytime?
  - Pay attention to “chemistry” with the person - follow your gut instincts; i.e. don’t get a mentor, just to have a mentor
  - Do they inspire you, motivate you, empathize with you?
6. Ask her/him to be your mentor.
7. Send them a thank you note.

## **YEA/WAEDAT Mentor Training Program**

### **RESPONSIBILITIES OF A PROTÉGÉ**

Mentors are usually very busy people. They want to help you, but there are certain responsibilities that you need to take on. These are the same responsibilities that are given to the mentor as well. The relationship works when both parties make a pro-active effort to contribute.

- Bimonthly meetings with mentor (at least once a month in person)
- Make a six month commitment to be in mentoring relationship
- Ask for resources and entrees into business networks (e.g. organization to which you belong, suppliers, potential clients, etc.)
- Ask for trade secrets
- Listen to the mentor's support and advice, but make your own decisions
- Learn skills where you can
- Ask mentor to refer you to others in areas that are not in their area of expertise.
- Share your experiences, successes, and failures; demonstrating your development process
- Ask your mentor to participate in important events such as business openings, Mentor Networking Night, etc.
- Attend WAEDAT/YEA networking events
- Fill out progress reports with mentor and return to YEA office (two times a year)

## **YEA/WAEDAT Mentor Training Program**

### **RESPONSIBILITIES OF A MENTOR**

- Bimonthly meetings with protégé (at least once a month in person)
- Make a six month commitment to be in mentoring relationship
- Be open to providing resources and entrees into business networks (e.g. organization to which you belong, suppliers, potential clients, etc.) when appropriate
- Listen to the protégé's issues, problems and challenges, be open to giving advice when asked, but let them make their own decisions
- Teach skills where you can
- Refer protégé to others in areas that are not in your area of expertise.
- Share your experiences, successes, and failures; demonstrating your development own process, especially how you overcame challenges
- Ask your protégé to participate in important events in your own business, such as store/office openings, business association meetings, etc. when appropriate
- Attend WAEDAT/YEA networking events
- Fill out progress reports with mentor and return to YEA office(two times a year)

## TIPS ON MENTOR/ PROTÉGÉ RELATIONSHIP

*assembled by Women Entrepreneurs of Baltimore, Inc.*

- ☒ Spend time together initially getting to know each other and building trust. Talk about each other's background, work experience, families, other places you have lived, interests, hobbies, etc.
- ☒ Review each other's business plans. Conduct an initial mutual inventory of each other's strengths, future strengths, business strengths and weaknesses. Discuss your needs and expectations.
- ☒ Have set meetings with set agendas and time limits.
- ☒ Protégé can interview mentor about:
  - how she/he went into business;
  - what challenges she/he faced;
  - what challenges is she/he currently facing in her/his business;
  - what strategies she/he tried that did or didn't work.
- ☒ Meet to discuss a specific aspect of the protégé's business:
  - selling;
  - marketing and advertising;
  - cultivating and maintaining a clientele;
  - negotiating leases;
  - taxes and record keeping;
  - personnel issues.
- ☒ Have "field trips", visit each other's business.
- ☒ Meet at networking opportunities. Join each other at professional association meetings, community business association meetings, etc.
- ☒ Practice active listening.
- ☒ Set priorities.
- ☒ Give specific concrete praise.
- ☒ Communicate early and directly about any problems in the relationship.
- ☒ Ask for assistance from the YEA/WAEDAT staff if needed.
- ☒ Protégés should come up with their own solutions. Remember that the mentor is there to provide resources and guidance.
- ☒ Mentors should share their own experience, successes and failures, that demonstrate your development process.



# STAGES of the MENTOR/ PROTÉGÉ RELATIONSHIP

*assembled by Women Entrepreneurs of Baltimore, Inc.*

## 1. Initiation

- Protégé's business is generally in start-up phase;
- Mentor/ protégé are getting to know each other;
- Protégé may feel overwhelmed;
- Protégé may face unexpected obstacles;
- Protégé may be in awe of mentor;
- Protégé's business start-up may be delayed.

## 2. Development

- It is exciting and fun;
- Protégé's business is growing;
- Ideas are being shared;
- Protégé's confidence is increasing;
- There is mutual appreciation and recognition;
- Communication pattern is established;
- Mentor is providing contacts and resources.

## 3. Disillusionment

- Protégé may become critical of mentor;
- Protégé has created her own contacts and resources;
- Mentor may not recognize the new skills of the protégé.

## 4. Take a Break

- Recognize that the two of you might need some time apart.

## 5. Redefinition

- Mentor/ Protégé relationship becomes peer-like;
- There is mutual appreciation and recognition.

## DEALING WITH CHALLENGES OF MENTORING

YEA/WAEDAT Mentoring Program

### 1. Initiation - Obstacles:

- Protégé expects a lot from the mentor - maybe more than they can give
  - Mentor may give too much advice which overwhelms the Protégé
  - Business start-up could be slower - Protégé could be frustrated
  - Protégé may want to give a good impression and paint things rosier than they are
- Strategies:
- Spend time getting to know each other and build trust
  - Have set meetings with set agenda and time limits
  - Do active listening and help Protégé establish priorities
  - Communicate clearly, if you are frustrated talk about behavior, not the person
  - Do a development plan together - have Protégé specify what she needs

### 2. Development - Obstacles:

- Could get too casual
  - Take each other for granted
- Strategies:
- Be creative like going to functions, but keep some structure
  - Keep setting priorities
  - Continue to share experience

### 3. Disillusionment - Obstacles:

- Lack of communication
  - Mentor may not have the answer to some questions
  - Protégé may underestimate what mentor has to offer
- Strategies:
- Don't take it personally
  - Do not force a permanent separation
  - Find a casual way to check in
  - Take a break for a week or two

### 4. Take a Break

### 5. Redefinition - Obstacle:

- Protégé/mentor may feel uncomfortable with newly developed peer-like relationship -
- Strategies
- Be willing to change - Protégé be willing to give suggestions and offer support
  - Mentor be willing to accept support

## **WAEDAT /YEA Mentor Training Program**

### **INTERVIEWING A SIMILAR BUSINESS**

Here are some *suggested* questions for the Interviewing potential mentors. There may be other questions that will be useful for you to ask given your specific business.

1. What products and services do you sell?
2. How long have you been in business?  
How did you get started?
3. What has been your biggest challenge(s) in starting your business and how did you overcome it?
4. What factors have contributed to your success?
5. Have you had a mentor?  
If yes, how did you benefit?
6. What challenges have you encountered in pricing your products and services?
7. How did you identify the suppliers you use?  
What have been some of the challenges in finding good suppliers?
8. What suggestions do you have for creating contracts with clients, suppliers, etc.
9. What advice would you give someone starting out/growing/expanding in business?

## Evaluation to Measure Program Efficacy

### Evaluation

A mentoring program can be measured in both quantitative and qualitative terms to determine the value received from the investment of the program. Client satisfaction has been the predominant measure of program success through customer feedback. Outcomes also measuring the number of matches, hours of advice and counsel, and number of relationships renewed should be tracked to measure the efficacy of the mentoring program.

According the FIELD Best Practices Guide, Volume 4; program measures can include:

2. Program Effectiveness:
  - Number of matches
  - Hours invested by mentors
  - Duration of relationships as compared with expected duration
  - Number of renewals
  - Mentor and protégé satisfaction with the program
2. Cost Efficiency:
  - Number of mentor hours generated in relationship to program costs
  - Comparison of cost of a mentor hour to a business advisor hour
3. Outcomes:
  - Number and percent of clients reporting that the goals for which they sought mentoring assistance were achieved
  - Number and percent of recommendations implemented
  - Catalogue of changes made to and experienced in the protégé's business
  - Catalogue of changes made in the personal life of the protégé
  - Estimates of any "bottom line" results that clients attribute to the mentoring advice

### Volunteer Appreciation

All volunteer mentors should be acknowledged for their participation and contributions to the mentoring program and their commitment to work with their protégé.

- Handwritten thank you notes should be sent to all mentors.
- Provide larger networking opportunities for mentors to assemble as a group and be recognized, such as a breakfast at the Forum sponsored by YEA.

### Sample Feedback Form

The following sample feedback form can be mailed or emailed. Also consider using a quick electronic survey tool, such as Survey Monkey to get quick feedback. A similar form can be utilized to get evaluation information from mentors as well.

## YEA/WAEDAT PROTÉGÉ PROGRAM PROGRESS REPORT

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Date \_\_\_\_\_

Protégé Name \_\_\_\_\_

Mentor Name \_\_\_\_\_

Enter the number of hours spent meeting with your mentor since: \_\_\_\_\_

\_\_\_\_\_ in person \_\_\_\_\_ by phone \_\_\_\_\_ through business function/meeting How many sessions? \_\_\_\_\_

Are you on track with your business and business plan?

☐ yes ☐ for the most part ☐ not sure ☐ no

Have there been any challenges in your mentor/protégé relationship? ☐ yes ☐ no

If yes, please describe \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What steps have you taken to resolve them? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Is there anything YEA/WAEDAT can do to help you? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What are you finding to be most useful re: your mentor/protégé relationship?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Please rate your mentor/protégé relationship:

\_\_ Excellent \_\_ Very Good \_\_ Fair \_\_ My expectations were not met.

Please explain rating \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Have you changed mentors? \_\_\_\_\_ Name/Address/Phone # (new mentor):

\_\_\_\_\_

\_\_\_\_\_

If your relationship is not working would you like YEA to assist you in finding a mentor? \_\_\_\_\_

Please return by \_\_\_\_\_ to: YEA at: \_\_\_\_\_

**YEA/WEADAT Mentor Program**  
**YEA MENTOR PROGRAM PROGRESS REPORT**

Date \_\_\_\_\_

Mentor name \_\_\_\_\_

Protégé name and business \_\_\_\_\_

Enter the number of hours spent meeting with your protégé since: \_\_\_\_\_

\_\_\_\_\_ in person \_\_\_\_\_ by phone \_\_\_\_\_ through business function/meeting How many sessions? \_\_\_\_\_

Enter the total hours spent during these contacts: \_\_\_\_\_

Is your protégé on track with his/her business and business plan?

☐ yes ☐ for the most part ☐ not sure ☐ no

Does your protégé need any outside business consultation? ☐ yes ☐ no

If so, in what area(s)? \_\_\_\_\_

\_\_\_\_\_.

Have there been any challenges in your mentor/protégé relationship? ☐ yes ☐ no

If yes, please describe \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_.

What steps have you taken to resolve them? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_.

Is there anything YEA/WAEDAT can do to help

you? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What type of assistance is requested by protégé?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_.

Please rate your mentor/protégé relationship:

**Establishment of WAEDAT Mentorship Program**

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\_\_ Excellent      \_\_ Very Good      \_\_ Fair      \_\_ My expectations were not met.

Please \_\_\_\_\_ explain \_\_\_\_\_ rating:

Please return by \_\_\_\_\_ to: YEA at \_\_\_\_\_

## **Program Tracking**

A method is to be established to accurately track:

1. Effectiveness of Marketing Methods and Campaigns
2. Program needs for Protégés (list of most desired qualities, skills and sectors of mentors)
3. Applicants to Program
  - a. Mentor Applicants
  - b. Protégé Applicants
4. Matches Facilitated Through Program
5. Reasons which require reassignment of matches
6. Contact Information for all Mentors and Protégés
7. Networking Events and Topics

Results of data gathered will determine best methods of recruitment for new mentors and additions to training program to facilitate effective mentor relationships between mentors and protégés. Current contact information will keep participants up to date with relevant networking opportunities.

### **Memorandum of Understanding (MOU) YEA and WAEDAT**

Insert executed MOU here.